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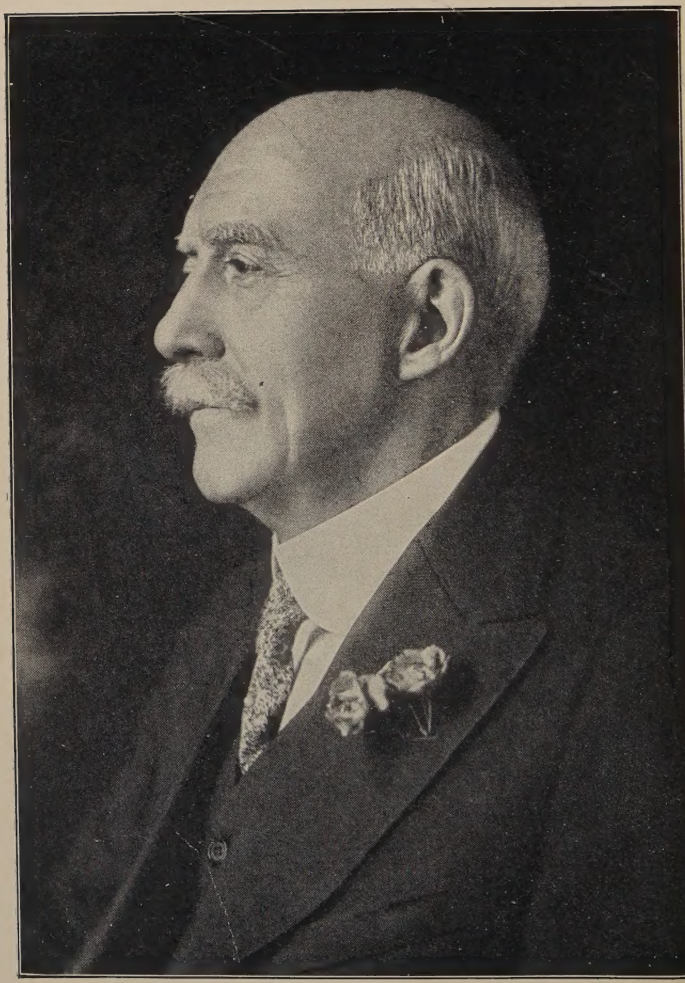

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Orison S. Marden

CHOOSING A CAREER

BY

ORISON SWETT MARDEN

Author of "Pushing to the Front," "Peace, Power and Plenty," "Every Man a King," etc.

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CHAPTER I

THE INFLUENCE OF ENVIRONMENT UPON THE CHOICE OF A CAREER

The surroundings undoubtedly have a great influence upon the development of the ambition and the latent ability.

For example, a boy might have a decided inventive genius and yet be so situated in the country that he would have no facilities for developing this ability, no tools, or machinery, and no opportunity to get the technical knowledge which would enable him to carry out his ideas; whereas, if he were situated in a manufacturing town, or in a city where he could come in contact with other inventive minds, so that the discussion of mechanical devices, and such matters, would develop his dormant faculties, he would be very much more likely to get into his right place. In other words, one might go through life with a very strong tendency entirely undeveloped because of the lack of stimulus in one's surroundings.

Then, again, the bent in many boys is not

pronounced, not especially marked. It requires coaxing, developing, and the environment has a great deal to do toward calling out this latent quality.

The faculties that are constantly stimulated in the young are the ones that develop the most rapidly. In fact, the dominant choice in the boy who shows no special bent may be developed along several different lines, according to the way the stimulus of his environment happens to appeal to him.

The atmosphere in which a boy is reared has a great deal to do in determining his bent, unless the dominating faculties are especially strong. The boy whose father is a merchant, and who is brought up in the atmosphere of trade, is more likely, other things being equal, to develop the commercial instinct than the boy who is brought up in an entirely different atmosphere. The boy who is brought up in an atmosphere of machinery and tools is more likely to develop mechanical ability, if he has any naturally, than the boy brought up in a store.

A boy who has been brought up in an atmosphere of trade, but who has been taken out of the store and sent to college, often completely changes his views of life and his in-

clinations as to his choice of career. He very often develops a taste for a more refined vocation. He acquires a taste for literature or a profession, so that the idea of going into a trade becomes repulsive to him. There are scores of modifying influences and conditions, which must be taken into consideration in helping a boy or girl to choose correctly. We have known many boys completely to change their dominant bent by changing their environment. The faculties that are constantly being stimulated are inclined to develop rapidly, while other faculties, perhaps even stronger, lie dormant when they are not stimulated.

A girl living in a country town might have a real musical genius, for example, and yet the fact that she never had an opportunity for hearing great singers or attending the opera, and never had the advantages of just the right teacher, may operate so that she may almost entirely lose this faculty, so far as effective development is concerned. Instead of making a great singer, which she might have been had she been in just the right environment and had the right instruction and encouragement, she may marry a country boy and settle down without ever being able to follow out the bent which was very pronounced in her girlhood.

The boy that does not know just what he is going to do starts out to get a job and takes the first thing that comes to him, and if he spends several years in a store, he may develop a commercial instinct and possibly choose that which would not naturally have dominated him at all, had he been in a different environment. He may have been much better fitted for a mechanical engineer, for example.

In other words, the environment appeals to different faculties, stimulates them and tends to develop them; according to the law that like produces like.

The son of a lawyer, who is brought up in the atmosphere of law books, who frequents the courts and has often heard his father talking about lawsuits, is more likely to develop a legal inclination than the son of a physician. So that where the bent is not sufficiently marked to dominate the environment the boy is more likely to develop the faculties which are stimulated by his surroundings.

There is great danger of the boy's being overinfluenced by his parents encouraging a temporary boyish fancy which they mistake for the real bent. For example, boys are very apt to want to do the things they see others do around them. They are very imitative. They

think that it would be very nice to go into the confectionery business because they think they can get all the candy they want to eat; or they see boys working in stores and think it would be very nice to be a merchant. In other words, these little boyish fancies are often as misleading as boyish loves. The first girl that a boy thinks he is in love with, a few years later he may find would have been totally unfitted for him.

It is not safe, therefore, to encourage the boy too much in his first choice.

Most boys' minds change materially in their development. A long course of schooling, for example, extending, as it often does, over eight or ten years, often so completely changes the mental attitude of youth that new faculties, new adaptabilities, come out, which even parents did not suspect before. So, while the mind is unfolding, before it is set and established, the expressions of choice or inclinations are not always reliable, because they may be completely changed by subsequent education and training.

CHAPTER II

THINGS WHICH INFLUENCE A CAREER BESIDES FITNESS

There are a great many things which influence the choice of a career besides fitness. You may have a decided bent for a vocation which you are not physically suited to follow, although we think the instances are very rare where a person is justified in not following the calling which speaks loudest in his blood, and which is indicated by the very bent of his mind; for a stout passion for a calling, a longing to do a certain thing, will overcome a thousand objections and prove a match for many a handicap. At the same time, we can not ignore the limitations of a very delicate constitution. No matter how you may yearn to follow an arduous, strenuous career,— one which requires great vitality and tremendous endurance,— if you are a semi-invalid, if you have a very delicate constitution, it may be impossible.

Then, again, people who are crippled some-

times have an ambition to do that which is physically impossible. It is very much easier for those with large physique and commanding appearance to lead men,— to control large numbers of employees, for example,— than for a dwarfed man or woman, who would have to overcome by sheer force of character the prejudice some entertain against littleness, which is sometimes associated with weakness.

Then, again, the nervous system has a great deal to do with your vocation. If you can not control your temper, if you go all to pieces over every little thing that goes wrong, it would be very difficult for you to make a great success as a teacher, as master of a school, or as president of a college, because he who would control others must first control himself.

If you are naturally selfish, it would be very difficult for you ever to make a good teacher or preacher.

You may have a good education and you may think you would like to be a teacher or a preacher, but if you totally lack tact, if it is difficult for you to get along with people, you will never make a great success in a school.

If you can not overcome your gruffness of manner, if you are naturally harsh, critical and sarcastic, it will be difficult for you to succeed

in a position where suavity of manner, fineness of temper and evenness of disposition are indispensable.

If you have a weak, delicate constitution, it might be suicidal for you to follow a vocation which keeps you in close confinement where the air is bad and you get little sunlight, although an outdoor, active occupation might not be as congenial to your taste as that indoors. The consideration of health is paramount.

Of course, there is another element we must not forget,— there is a great tonic effect, a powerful, magical influence in doing a thing that one longs to do, which may partly compensate for the defect in the environment; but, in general, the environment should not only fit one's ambition, but also his physical condition.

Of course, we must not forget the fact that long-continued habit tends to produce a disposition to continue to do what we have been doing for a long time, even though it is not congenial. A man who has been working indoors for years, and has had no experience in outdoor life, may shrink from work out of doors even though it is better for his health, and might originally have been just as con-

genial to his taste and bent as the work he has got into the habit of doing.

There are many things which a physically deformed or crippled person can not do, although he may long to do them. If a man has suffered the loss of an arm, a leg, an eye, or if his hearing is defective, if he has any physical weakness or disease, this must be taken into consideration in the choice of a career.

It is a mistake to think that everybody has a decided bent for a particular vocation. Many people are so finely balanced in their mental make-up that they can follow one of several callings with almost equal facility. But those who become conscious of having a decided bent should not follow any other calling, unless it is absolutely imperative; and this seldom happens, for a passion to do a thing will usually find a way, when to others it might seem impossible.

CHAPTER III

STUMBLING INTO AN OCCUPATION

One of the greatest tragedies of life is the fact that so many people stumble into their vocations by accident instead of by careful self-stock-taking and deliberate choice. You should not allow yourself to drift into a vocation any more than you would drift into a marriage. Choosing a pursuit is serious business. The influence which it has on your living-getting is small compared with that it has upon your manhood-building. The world is full of misfit tragedies.

There never was a time when the right choice of profession or vocation meant so much as it does to-day. Individual business life is not so many-sided as it was once. Everything is drifting into specialties. To-day a man must be trained to do some special thing. In order to meet the tremendous competition to-day, a young man needs not only a broad education and special training, but also every bit of help he can get from the enthusiasm and energy

which come from his being in the right place, from doing the thing he was by nature intended to do. He needs the reinforcement and indorsement of all his faculties, and he can get these only when they are in full and active play in the position he was made to fill. He can not reach the highest success unless he follows this drift of his nature.

In making your choice of a life work, ask yourself whether the conditions are conducive to health and longevity, whether you can reasonably hope to rise to a respectable position, whether you are placed at a great disadvantage by the lack of general or special training.

To make the most of what there is in you, you must "work out that thing which God hath wrought in you." You must put yourself where the forces of nature and your own desire are working together. It is not enough to look at the world as a "good stand for business." You are, rather, to ask, Is it a good stand for manhood, for developing the character?

If the youth is not supposed to know himself, to have a complete chart of his ability, he can at least know the drift of his nature, the tendency of his talent. He can at least find out where his chief ability lies, and follow that

rather than his weakness. It makes all the difference between success and failure, between happiness and wretchedness, whether he chooses and follows a career which will develop his strength. No one can afford to go through life exhibiting the products of his weakest faculties in his vocation, as if that were the best he could do. Every one wishes to hold up to the world his best, his strongest. If a man does not have an absorbing interest in his calling, if it does not appeal to him without urging, naturally, easily, he does not belong there.

DIVERTED FROM ONE'S TRUE PURSUIT BY SALARY

Many young men get into situations by accident or from necessity, which are not along the line of their bent, which, however, yield them the means of living, and they often lack the moral courage to sever their connection, and start lower down along the line of their inclination. This is a dangerous situation, for no one can do his best work until he gets into the right place. He must pull with, not against, the current of his nature.

I know college graduates who have taken a school temporarily, or who have managed to get a sub-master's position, or a chair in some

academy (in order to earn a little money to pay a college debt, perhaps), who have remained there through life, when they never had the slightest idea they would follow this vocation for a living. They were side-tracked by a salary which, before they went to college, would have seemed flattering, and perhaps they had families depending upon them, which made it difficult for them to break away and try to get into places more suited to their ability, so they gave their lives to work in which they had no real interest.

I do not hesitate to say that it is every man's duty, a duty which the Creator put into his blood and stamped in every fiber of his being, to get into his right place, no matter what the sacrifice. The salary should have nothing to do with it, unless others are, by its loss, brought to the verge of want. He owes it to himself and to his Maker, who fitted him for a special line, to get into that line as soon as possible. The instances are rare where a bright young man is compelled to remain in a place which is not suited to him, to do work for which he has no aptitude.

The Creator did not make giant brains to be used in pygmy vocations. He did not make a Lincoln to do the work of an ordinary clerk,

or a Webster to teach a district school for a life career.

STICKING TO THE LAST

While many of the old maxims and sayings have done a great deal of good, they have also done much harm.

Hundreds of people in this country are trying to make their living by the exercise of faculties which they know are not their strongest ones. In other words, their vocations do not coincide with their bent, but they hesitate to change, simply because they have been brought up to think they must stick to what they have begun, and make the best of it.

A great many young people can not tell, when they first start out, where their real strength lies; they can not tell what they can do best; but, as they develop more, their strong qualities come out, their predominant faculties push their way to the front. Again, a college course or an advanced course of education often develops faculties which have lain dormant, perhaps from disuse. In other words, the entire setting of the mental faculties often changes a great deal during a youth's physical and mental development, so that what the boy can do best may not be the bent of the man.

The relation of the faculties is greatly changed by the special training of one set of brain faculties, so that what was dominant at the outset of an education or a course of training may become subordinated by other faculties which have pushed themselves forward in the course of development.

No man should stick to his last if he is convinced that he is in the wrong place and that there is a possibility of satisfying his inclination elsewhere. No man should stick to his last, if a change is possible, when he is conscious that he is getting his living by his weakness instead of his strength.

No man should stick to his last, when to do so will tie him for ever to commonness or mediocrity, if a larger, fuller expression of life is possible.

No man should stick to his last when a better and higher way is open to him. No man should stick to his last when he finds that to do so will cramp his better life and handicap his career.

"What can be more painful than to discover by many failures and blunders, after you have fixed yourself in the groove in which you must run for the rest of your days, that you have mistaken your profession? Waste,

it is said, is the law of the world; but of all forms of waste, what is more conspicuous in all ranks of society, what more painful to behold, than the waste of talents? How melancholy it is to see men plodding drearily year after year, and all their lives, at tasks for which they have neither genius nor love,—cutting blocks with razors; doing, or attempting to do, fine work with broadaxes; fighting the battle of life with the left hand only, or with one hand tied; rowing against an irresistible current."

CHAPTER IV

AN UNSETTLED MENTAL HABIT AS RELATED TO THE LIFE CALLING

The easy adaptation of the American youth to anything and everything is often a curse. It tempts him to scatter his energies and to be careless in his choice of a career. The youth who knows that he not only has ability, but adaptability; who has confidence that he is equal to anything that comes along; who is not afraid to tackle any proposition, knowing he will master it, is apt to ignore or underestimate the value of preparation, and also the tremendous advantage of special training.

In the West we find a great many prosperous men who started as poor boys from the East, fighting their way to the frontier, doing all sorts of things,— now working as section-hands on the railroad, as brakemen, then as farm-hands; teaching school; dabbling in real estate; prospecting in the mines, driving teams, — until they finally made a fortunate strike.

In time they became prosperous and influential. This is a hard school, unnecessarily hard. It would have been much better for the boy to find out what he was best fitted for and train himself especially for it. He would have reached his goal with fewer scars, and would not have lost as many years of his life as by the rough road he took.

It is true that an American boy will many times come to the top after going through all sorts of experiences and unfortunate adventures, when an English boy or a French boy or a boy of any other nationality would have been totally wrecked by lack of adaptation.

The trouble with the American boy is that he thinks he can do anything. He does not quail before any emergency. But this quality is often abused, and there is a much better and safer method for reaching the goal.

Everywhere are young men and young women disappointed because they do not get on faster, and yet when we question them we find that many of them are in no position to get on. They are not on the right track; they are not certain of anything; they do not know just what they want to do. They have a general idea of life,— nothing specific, nothing

definite. They are just waiting, waiting. They have not made out their programs. They are hoping that some mysterious power from some unknown source will decide their careers for them.

It is astonishing how many young people expect to drift into a career. A builder might as well expect his material to drift into a house, along with a definite plan which will just meet the wants of the occupants. There is no haphazard work anywhere in the universe. Everything follows order, system, definite plan. Every blade of grass, every flower, every tree, every natural thing has a program, a scientific plan which works with certainty. But, somehow, these young people seem to think there is a great deal in luck, in chance, and so they drift. How many of them spend their whole lives in drifting, drifting, sliding along the lines of least resistance.

It is pitiable to see young men and young women floating about the country, doing this thing to-day, to-morrow something else, throwing away the experience of years, perhaps, in one line, and going into something else which has no bearing upon the habits and facility they had acquired in doing the last thing, — always working to a disadvantage,

having to start anew every little while, building up new experiences and new habits.

It takes a long time to become rooted in a permanent business, to get anchored solidly in a vocation. It is the worst kind of extravagance to throw away your experience. This is your capital, worth infinitely more to you than money.

Suppose a lawyer, who had gained a reputation at the bar, should all at once make up his mind to go into medicine. Scarcely a thing that he learned in all those years would help him in the practice of medicine. All his hard work, poring over law books, studying cases, precedents, would be of little assistance in a sick-room, where long experience alone counts.

You would say, this is an extreme case; this would be ridiculous. But is it any more foolish than for you, who have spent five years in a dry-goods house, to change to railroading, or for a teacher who has spent many years in the school-room to change suddenly to stenography?

It is not an uncommon thing to see young men who have worked at a half-dozen or even a dozen different occupations within a few years. They float about from one place to

another, attracted by the idea of a change and, possibly, a little more salary.

All that many young men and young women seem to think of in choosing an occupation is the amount of salary they get, and they are willing to change continually from one thing to another for the sake of a dollar's increase without ever stopping to consider the effect on their future prospects. The writer has known boys to leave positions, which promised great opportunities in the future, for others in different lines, which offered a little more salary at the time, but had no progress whatever in them.

It is a most foolhardy thing to throw away all the skill that has been gained in some business or occupation, in which the promise of advancement may not be exceptionally large, to enter some other which has no inducements whatever, beyond the mere advantage of a little more salary for the time.

Young people starting in life should remember that, as a rule, the work which rewards in the future, which gives the greatest opportunities, requires the longest apprenticeship and offers the smallest remuneration at the beginning, and that occupations, which have practically no future, offer almost as much salary

and as many inducements the first year as the tenth.

The habit of moving about aimlessly from one job to another is fatal to both moral and material advancement. It disintegrates character, destroys concentration, and kills the enthusiasm which comes from getting interested in one thing by persistently following it in all its details.

Many of the tramps and those who constitute the vast army of the "have-beens" or "might-have-beens" have been drifters. If they were interviewed, we should find that the majority had tried to do a great many things, but had never learned to do one thing perfectly. They had never developed the efficiency which commands large remuneration, because they never followed one line long enough to grasp its details, to become familiar with all its ramifications. Their services were of no more value than those of any "green hand."

Jumping from pillar to post; now working on a farm, now clerking in a store, teaching school a little, doing a little surveying, writing an occasional newspaper article, dabbling in real estate, or working on a railroad, will never make one a real man,— will never make a

complete master of anything. One might as rationally expect to make a lawyer or a doctor of oneself, by working at all sorts of occupations, as to become an expert in anything while constantly shifting from one thing to another.

The trouble nowadays is that young people are not content to wait twenty or twenty-five years to become general managers of anything. The average boy thinks he is ready for promotion to that office after an apprenticeship of three or four months, and if he is not advanced as rapidly as he feels his merits deserve, he throws up his job, looks for something else, and so begins a fatal career of drifting. After a while he becomes known as one who is constantly changing, and shrewd business men will not employ him. Is it any wonder that a young man, who, at his majority, can point back to a diversified career in business, will not commend himself to an employer seeking some one to train for the larger duties of management? It is well for the youth of vaulting ambition, and for the one who is too fond of change, to remember that "an indifferent acquaintance with many callings fits a man for none."

Do we think it a terrible thing for young people to waste money in extravagant living?

What, then, shall we say of the fearful waste of experience,— throwing away valuable knowledge of a trade or profession,— which, perhaps, it has taken years to gain? What shall we say of the man who tries a dozen occupations, trying to pick the flowers out of them without getting the thorns, working a little while at this, and then, when he begins to feel the drudgery, getting out of it and trying something else?

One of the greatest weaknesses of American youth is this uneasiness, discontent, the lack of definite purpose, the lack of the ability to stay with a proposition, to stick to a task until they have accomplished something.

Young men seem to think nothing of throwing up a situation and going into something else, just as though it matters very little what they do, provided they can get an equal amount of salary. Every little while we hear young men saying they are going to quit their job and go — nobody knows where — if they can only better themselves by it. They may go to the Philippines before they come back. They are going to try their hand at something else,— they do not know just what; but they seem to think anything would be better than what they are doing at present.

These young people develop a roving habit which makes it almost impossible for them to settle down to any one thing, to focus upon one unwavering aim, to fling the whole force of their life into the work of the day and the hour.

The facilities of modern travel, which have been productive of much good, have had an unfortunate influence in making it comparatively easy for people to change about. An Eastern boy thinks if he could only go to California or to Chicago, or if he could go to South America, or almost anywhere but where he happens to be, he could succeed. We know bright young men who have developed such a roving disposition, such a habit of going about, that they have ruined their rooting ability. They can not stay in one spot. If they plant a tree, they keep pulling it up and setting it out somewhere else.

This roving habit is death to concentration. It ruins the ability to focus upon one thing; it destroys the aim; it develops the habit of discontent. It ruins continuity of purpose, so that there is no thread running through the life. It is fragmentary instead of being one continuous fabric.

No life can be very successful which does

not have a strong, steady, persistent purpose running through it. There must be an aim, and all the power must be applied to this aim to carry it out,—broadening, deepening, widening and enlarging the life along the line of the purpose. Fragmentary, piecemeal work never amounts to much.

We have known young men to work for years in a position, and while they, perhaps, got a small salary, yet they had gained, we will say, five thousand dollars' worth of experience if they were going to remain in it. They may not have been getting more than fifteen or twenty dollars a week in money; but the experience they were getting may have been worth fifty dollars a week to them. They could not see that the best part of their salary was not what they had on the weekly pay-roll, and so they broke off, threw their experience to the winds and started at something else.

We know men fifty years of age, who have been hard workers, men of good habits, and yet have nothing to show for all their years except a very ordinary living, simply because their lives were fragmentary, had no continuity of purpose. Their experience was cut up in little pieces. They got a little piece

teaching, another little piece clerking, a little piece on the farm, a little piece in a law office, a little piece in a drug store, a little in a mining camp, a little as a cowboy, a little experience on the railroad. But what does it all amount to? They can not make anything of value out of these pieces. They were too fragmentary. There was not affinity enough to make one cohesive whole. It would be like putting together all kinds of metal and wood which had no special relation to one another. There would be no strength of fiber. A career made up of such patch-work has no strength, and the very reputation of having done a little of everything and not much of anything is ruinous to the life.

People that hover around the borders of a dozen different occupations, that never go into the interior of any one of them, that never get down into the marrow of anything in particular, that skip about on the surface of things, never carry any weight in a community, never amount to much. They are looked upon as light weights, as men of little influence. It is the continuous life that counts. It is the career that is all of a piece,— that is not full of holes or weak spots, caused by the constant change of vocations,— that tells.

The world is full of people who can not be exactly placed, who are almost this or almost that. They hang on the edges of several occupations, not thoroughly competent in any. They have been clerks a while, have taught school a little, have learned stenography, have kept books, have studied a little law, have gone to a medical school a few terms, have taken up surveying for a time, know something about engineering, have a little knowledge of electricity. They have dabbled with different professions and occupations, but never seriously taken any one of them to heart. They do not declare themselves for any one thing, for fear they might not succeed and want to change.

Here is a druggist who is almost a physician, but is not a good druggist or a good dispenser, and knows nothing of surgery, so can not practise. Another man is half-way between a farmer and a tradesman. Here is a man who is almost a teacher, but not quite competent to take charge of a city school or to teach in an academy. He is educated somewhat along the line of a teacher, and his tastes lean somewhat that way, but he has not quite jumped over the line, and so turns his attention chiefly to farming in a half-hearted way.

Another man is almost a lawyer, but not quite. He has read Blackstone and Kent, and practised a little, but his legal knowledge is not reliable. You do not dare trust him with a difficult case. He can look up a title, write out a contract; but he has never gone far enough in any one branch of the law to make himself an expert, or to give you confidence in him. These young men, who are ready to drop into almost anything that comes along, never leave any permanent mark on the world. They write their names in water; the world soon forgets them.

If a man is going to amount to anything in any vocation, he must know it through and through. He must be master of it. The world does not dictate what a youth shall do, whether he shall be a farmer, a shoemaker, or a legislator, but it does demand, in exchange for any great measure of success, that, whatever he does, he become a master of it. He must be an authority in it, he must carry weight.

It is a sad sight to see a man come to gray hairs without having done any one thing well, without having made himself felt in any particular line, because he has frittered away his years doing now this. now that. It is a piti-

able thing for any man to look back upon a life of fragments, to be conscious that he has always been throwing away knowledge and valuable experience gained in one line which does not help him much in the next thing tried. Even a one-talent man, if he keeps hammering away in one chosen line, and tries the best he can to improve himself in it, to enlarge his sphere, to push his narrow horizon a little further away from him, will be felt in his community, when a ten-talent man who does a little of everything, a Jack-at-all-trades, will have no influence.

What a grand thing it is to make life all of a piece, to feel that there is a wholeness, a completeness about it, so that every effort in it has counted in broadening and deepening one life-purpose, one great work. How satisfying it is for a man to feel the consciousness of power which comes from knowing that he is master of something; that he is a complete man in his line; that there is nothing superficial in his knowledge of his specialty; that he is rich in experience in some one line, so that he knows something profoundly, broadly, minutely.

If you have acquired the habit of vacillating, of weighing, of considering, of hesitating,

you will never be a leader. This is not the stuff leaders are made of; leaders, whatever else they do, go ahead. If they make mistakes, they rectify them; if they fall down, they get up and start again. By acting, by pushing ahead, they can afford to make a few mistakes. They will get on faster than you, who are so afraid of making mistakes that you do not dare to start out to do anything. On the other hand, we see young men hesitating, wavering; they do not dare to do anything; they are just waiting for something to turn up; they are shivering on the brink of the stream, waiting for somebody to push them in. Hesitating characters never amount to anything; they are always nobodies,— just trailers. The leader must be aggressive, he must dare to undertake. One of the most dangerous things that can ever come to a young man is the habit of hesitating, weighing and considering a question, and never pushing ahead. The leader must not only be courageous, but must often have audacity; he must dare to be criticized.

How many people in the world never amount to anything, because they are afraid of what others think, or say; they can not bear the thought of criticism. But people who are

wondering what others will think, never get anywhere.

Make up your mind that the world belongs to you just as much as to anybody else. Banish the idea for ever from your mind that the world belongs only to the great and grand. The world belongs to him who can take it, who can use it,— it belongs to the brave, the daring, the vigorous,— not to the coward, not to those who slink away out of sight and hide in some corner because they are afraid somebody will see them or criticize them.

A great many people seem to think it is a great privilege for them to be allowed to make a living, or to get a little corner of this great globe to stand on; they assume that it really belongs to the rich and the powerful. If you hold this idea, you will never get anywhere. As long as you think the world belongs to others, it will. But when you make up your mind that it is a part of your birthright, that success and happiness and prosperity belong to you by a divine right, you will begin to do something, to get somewhere.

CHAPTER V

HEALTH IN ITS RELATION TO VOCATION

In one of Emerson's essays he says: "Get health. No labor, pains, temperance, poverty, nor exercise that can gain it should be grudged, for sickness is a cannibal which eats up all the life and youth it can lay hold of."

The physical problem is the first one to solve in every successful career. It does not matter how ambitious you are, or how determined to get on in the world, physical weakness is a perpetual handicap. Will-power can not overcome it; persistence can not compensate for it. It makes a great difference to you whether you choose a career which will lengthen or shorten your life. It makes a great difference whether you go into a vocation which averages ten, fifteen, or twenty years less of active life than some other vocation. You can not afford to sacrifice any considerable portion of your life for the sake of making a little more money or making it a little quicker.

Other things being equal, try to enter a call-

ing which will have an uplifting influence upon your health, which will be a perpetual tonic to you, not a depressant. Under no circumstances should you enter that which will confine you away from the sunlight. You can not afford to spend a large part of your life working in places where plants would die. Try to get into the sunlight and air where you can breathe a fresh and invigorating atmosphere. You need all the energy you can generate, all the power you can muster from every source. You can not afford to weaken yourself by breathing vitiated air. It will lower your standard of achievement all along the line.

The late William M. Thayer once tabulated the longevity of four hundred and ninety-one eminent men whose biographies he consulted, with this result: — their ages averaged sixty-eight years and eight months.

	Callings	*Age*
46	*Poets*	66
39	*Painters and sculptors*	66
30	*Musicians*	62
26	*Novelists*	63
40	*Men of letters*	67
22	*Clergymen*	66

	Callings	*Age*
18	*Philosophers*	65
38	*Historians*	73
58	*Scientists and inventors*	72
14	*Agitators*	69
48	*Commanders*	71
112	*Statesmen*	71

Goethe, who at nineteen years of age was pronounced to be irrevocably doomed, died at the age of eighty-one, after contributing to the glory of Germany. Nelson inherited great delicacy of constitution, only two in eleven of his family reaching middle life, and he was a great sufferer and frequently an invalid. This explains and excuses his occasional fretfulness, and, as Captain Mahan says, "makes more admirable his general sweetness of temper and kindness, and enhances the strength of purpose which trod bodily weakness under foot at the call of duty."

There is such an inherent love for wholeness, such a longing for perfection, in man, that we instinctively shrink from and have a prejudice against deficiency, incompleteness, or half-development. We are so constituted that we admire strength, or robustness, and,

though we may pity weakness, we can never admire it. Health is the everlasting fact, the truth of being, which is a part of our ideal and any departure from this normal, standard ideal may excite sympathy, pity, or regret, but never admiration. A great German physician used to say that there is something in man which is never sick, never out of harmony, never abnormal, and never dies.

We have a conviction that, as we were made in the image of our Creator, absolute perfection is possible to us, and that any departure from this is a weakness, a sin, or perhaps a crime. Strength and vigor give confidence. They are proofs of ability to achieve, to accomplish, to do things. We admire evidence of reserve power, which makes one equal to any emergency. We are so made up that we can not help respecting force, power, energy, completeness, wholeness and symmetry. We admire people who do great things easily, while we have but a poor opinion of the weaker person who does the same thing with a great outlay of strength and energy.

It ought to be the first ambition of every youth, whatever else he does or does not do, to build up a strong physique, to lay a broad foundation for his career.

"Mentally able, but physically weak," would make a good epitaph on the tomb of many a failure. How often we hear the expression, "He would have done this or that were it not for his poor health, which crippled him."

It is not, as a rule, the men with ten talents, it is not the so-called geniuses that do the great things in the world, but men with strong vitality, with powerful energy, and tremendous endurance. It is the man who can stay by his job until it is finished, who can bring reserves for great drains upon vitality and energy, who wins.

No matter how able you may be, or how well educated, if you have to stop work every two or three days, if you are exhausted after a few hours' exertion, because you are used up physically, or because of sick headache, dyspepsia or nervous attack, you will never accomplish much.

It is the reserve power, the physical and mental energy that keeps at it, that has a powerful surplus to draw from, that never lets up, that accomplishes wonders; and this staying power is largely a matter of physical stamina. Spasmodic effort — a little to-day and a little to-morrow — does not amount to much.

It is continuous, persistent application, the never-let-up principle, that wins, and this takes great vitality. Business life is a tremendous drain upon the nervous system; the weak succumb, the strong go on.

This is why the country boy, who has been storing up power on the farm, has a great advantage over the city boy. Success is largely a question of reserves, of stamina; and who can estimate what the staying-power which has come from the farm has done for the world? As a rule, a country-bred boy, who goes to a city, sticks and hangs with a bulldog's grip. A city-reared boy exhausts this vitality, and, when his energy is gone, he has to give up.

What a tremendous advantage the man has who starts out every morning with the consciousness that he is a new man, that his machinery has all been cleaned, oiled, reburnished, freshened, ready for another day's run. What a boon to know that after a hard day's work he can give himself up absolutely to the great restorer, to have all his injuries healed by the great balm, the great life-giver, perfect sleep. This is the great miracle of existence.

We can not understand how it is that Nature gives us this sweet opiate every night,

while she takes us to pieces, looks over our machinery and gets it ready for a new effort, for a new trial. Chauncey Depew's health rules are simple and sensible. "I can work for just about ten months, sixteen hours a day. Then I stop and make a fresh start. I set off for Europe, usually after having been unable to sleep much, for several weeks — not more than four hours, anyway. I go aboard the steamer, and for six days I sleep sixteen or eighteen hours every day; I sleep from nine till nine and from eleven till one and from three till six. And at the end of six days I am fresh as a daisy, ready to begin all over again."

CHAPTER VI

THE DISSIPATION OF ENERGY IN ITS RELATION TO THE CAREER

A great many people dissipate more energy between the time they leave their work at night and return to it in the morning than they expend all day in their vocations. They would be shocked and offended if any one were to tell them that they were foolishly squandering more physical and mental strength than they were legitimately spending. They think that physical dissipation is the only energy-sapper. They are mistaken; it is but one of many forms. Men and women of exemplary moral habits dissipate their vitality in a hundred ways. They indulge in wrong thinking; they worry; they fret; they fear this, that, and the other thing; they are anxious about everything; they carry their business home with them, and work as hard mentally after they leave their offices as during their regular business hours. They waste their nervous force

by mentally performing their tasks many times over before they come to them. These are all insidious energy-sappers, often more disastrous in their results than physical dissipation.

It is absolutely necessary for the man who would accomplish anything in the world to stop every leakage in his vitality, to shut off everything that causes loss of energy as completely as he would separate himself from all forms of contagious disease. He must, at all costs, preserve the elasticity of his mind. This can not be done if his faculties are kept on the stretch after leaving his office, working along in the same groove all the time, even on Sundays and holidays.

No vigorous work can be produced by a worn-out, jaded, springless mind. It would be just as sensible for an Indian to keep his bow bent to the utmost all the time, so it would be ready for any game that might come along, as for a man to keep his mind constantly bent upon some problem for fear he would lose time. The most powerful machine would soon wear out if it were kept running all the time, without ever being oiled or cleansed. The brain is a most powerful machine, but also a most delicate one; and if it is kept on a

stretch from January to December without lubrication, without brushing away the dust and cobwebs and monotony of a continuous line of thought, it will surely become exhausted, worn out. If the mind is to return to its work every morning fresh and buoyant with spring and elasticity, it must have rest, recreation, change.

The brilliant light in an incandescent globe is obtained at an expense of more than ninety-four per cent. of the real energy which passes through the film. This enormous proportion of energy never becomes light at all. It is lost in heat, so that we get only a little over four per cent. of real energy in our lamp. Nor does even this large percentage represent the full amount of loss, for the regular electrical energy which passes through the circuit is only from ten to fifteen per cent. of the chemical energy of the coal used at the power-house. In reality, then, we get less than one per cent. of all the energy expended in the production of the thing we call light. The greatest problem in science to-day is to eliminate entirely this loss of energy in heat. Scientists have been working for years trying to solve this problem, trying to discover some way in which to prevent this fearful waste of energy,

but as yet they have not succeeded. Every young person should have an illustration of this tremendous problem framed and kept in his room, in his diary, or pasted in his hat, as a perpetual reminder to him to conserve his energy.

An engineer starts out with a ton of coal, his object being to produce light, but he succeeds in transforming only one hundredth part of all the energies of sunlight and chemic forces stored up in the coal into electric light. A young man starts out every morning with a certain amount of force and vitality stored up in his brain, nerves and muscles. He can not get a particle more power out of himself than he has stored up beforehand, but he thinks his supply is limitless. He believes he is going to do wonders with the tremendous energy which he feels welling up in him, that he is going to transmute practically all of it into that which will count in the final result,—light. He imagines there is no end to his vitality, to his power to throw off energy, and so he flings it out on every side with reckless prodigality. Here it is spent in a cigarette or a pipe; there in whisky or wine; here he drains it off in heavy suppers and late hours; there in vicious living, in pandering to all his

passions, until finally he comes to himself with a shock and asks, "Where is all the light I was going to produce with my superabundant energy?" His question is quickly answered, and the answer is appalling. He finds he has produced scarcely light enough to see his own way, to illuminate the narrow path ahead of him. He who had boasted of his strength and felt so confident of shedding a brilliant light upon the world stumbles along himself in almost total darkness. The energy which should have been converted into power, light, has been lost on the way, drawn off in the heat of passion, in vicious habits, in foolishly-squandered vitality.

It is no wonder that so many people die disappointed and broken-hearted, when they look back upon their lives and see the thousand and one leaks which have been tapping their energy, drawing off their power in all directions, through which they have wasted their all. How little of all the marvelous energy generated through life shows up finally in the white light of achievement, of noble living, of perfected character.

CHAPTER VII

BELITTLING OCCUPATIONS

Study very carefully the character of the men in the vocation you think of entering. See what influence the calling has upon their lives. If it does not always elevate them, if they do not have a good standing in society, if they are not well thought of, if they are looked upon with suspicion because of their business, if the men have a questionable standing in their community, you can not afford to be classed with these people. It is a pretty good test of a pursuit, whether it makes you more or less of a man.

Avoid a vocation which stifles, cramps and blights all that is best and noblest in your nature.

Avoid the occupation which tends to put you in a rut and to strangle your finest aspirations. If you find that the occupation which you are considering makes men mean and stingy and narrow, that those who follow it are considered off-color or nobodies in their communi-

ties; if they are men who are not looked up to, who have no influence or standing, think many times before you decide to follow it. If a vocation throws you with a low class of people, with men of doubtful standing and questionable morals, do not touch it. There are plenty of clean, wholesome occupations.

You want to choose that which will call out the manhood, and not the brute qualities. You are not driven to the alternative of getting your living in a vocation that blasts men, that cripples and cramps their lives, makes them mere machines. Your vocation is a great life school, intended to call out the man, and not merely to get his bread and butter. That is a small part of your vocation, a mere incident in life. The development of the man is everything. Choose a vocation which will call out your strongest qualities, not your weakest. Do not choose that which will tempt the brute in you to come out. You will have hard work enough to keep him back. Choose that which will tempt the meanest qualities in you the least. Choose that which will call out your individuality, your highest self, your originality, which will make you self-reliant and manly, and will give you a dignified, not a questionable, standing in your community.

Choose that which will bring uppermost in your life your real nobility. There are brutes enough already. What the world wants is men, not greed fiends, selfish fiends, not men who will elbow and push and crowd their way through life at the expense of others' comforts and others' rights.

What a pity it is that our youth are not taught that the mere money-making, the mere living-getting, the mere bread-and-butter question and property-accumulating are a very small part of a real man's vocation! There is something higher in it for him,— the calling out of the man. Everything else is so infinitely inferior as to look ridiculous in comparison.

The best thing that can be done with a fresh block of marble is to call out the angel which is sleeping in it; not a devil, not a fiend, but a thing of beauty; not a figure which will demoralize every beholder, but a statue which will be a thing of beauty, of sweetness, and a joy for ever.

Do not touch an occupation which will cramp your faculties, dwarf your growth, or tend to develop a rutty, lean character. Determine that you will choose a career which will broaden you, make you more of a man.

The leading motive in your choice should be the opportunity to grow, to become a larger, fuller, completer man. If it does not promise this, avoid it as you would poison. You can not afford to exchange manhood for dollars, character for real estate. Resolve, first, to be a man at all hazards,— the largest possible man,— and to starve, if necessary, before you will sell your birthright to nobility.

But you will not starve if you make this resolve. Every man can do his best thing easiest. You can do infinitely better from every possible standpoint if you are in your place, than if you are trying to get your living out of place by the exercise of your weakest instead of your strongest faculties. The broadest, noblest life will lead you into the largest possibilities. Your great ambition should be to be a millionaire of nobility, of character, of helpfulness, of manhood, rather than to be a millionaire of money.

When you get out into the world away from your occupation, you want to be such a large, free, grand man that everybody who meets you for the first time, even, will take it for granted that you are following a large, noble career. But if you look pinched and lean and starved mentally and morally, if ignorance

speaks out of your very countenance, everybody will know that you have been in a rut, that your faculties have been stunted and starved, that the noblest part of you has become atrophied and shriveled, that your vocation has squeezed all the juice out of you, no matter how much money you may have, until you are as dry as a sucked orange,— insipid uninteresting, characterless.

The youth should choose a career as the horticulturist chooses the soil when he wishes to cultivate great trees. They must be planted in the right climate and in a congenial soil. If the seed comes from the tropics, the plant must not be expected to thrive in an Arctic region. Everything depends upon the environment. The pine in California lifts its head hundreds of feet above the surrounding country and becomes a tremendous giant. If transplanted in its youth to a mountain-side in the Arctic region, it would never become a tree at all, but a dwarfed specimen, a mere scrub of a pine.

Everywhere we see scrubby, dwarfed specimens of men whose lives have been starved and stunted, which never come to bloom or fruitage because self-expression is impossible in their uncongenial environment. Every-

thing must be friendly to development: the chemistry of the soil and the atmosphere must be in harmony with the man-plant, or he will never come to blossom, to fruitage or to greatness.

In desert countries we sometimes see starved shrubs, so stunted that they merely suggest trees. They have sent their roots down into the soil, but the moisture, the power of the chemical forces did not respond to the call. Their scrubby, stunted lives merely suggest the greatness which they ought to have attained. Everywhere we see people who only suggest the possible grandeur which a congenial environment would have unfolded. We can see just what kind of men-trees they were intended to be; but they have never been able to extract force enough from their environment to bring out their possibilities.

CHAPTER VIII

THE RELATION OF SELF-IMPROVEMENT TO ONE'S CAREER

The largest room in the world is the room for self-improvement. President Garfield said: "Do not be content to enter on any business that does not require and compel constant intellectual growth." The youth should come to his vocation with a broad, liberal, general training, as full-orbed and as complete a man as possible. He should be so buttressed and supported on all sides that he will be sound everywhere; there should be no weak places in him; there should be a completeness about him, a well-roundedness, in order that his specialty may have a broad, solid foundation. If he has had a good general training, he will not allow the over-development of one faculty to stunt or paralyze his other faculties. He should be so trained that his judgment will be sound and strong, and incapable of being warped or twisted by the influence of others, or any outside consideration. He will

be able to maintain his independence — his balance — under all circumstances, if he has a proper foundation. He can stand erect, no matter what happens about him. If the youth is properly trained, he will be well-balanced, nicely-poised; he will not be cursed by some little defect or weakness which will neutralize his stronger qualities, his efforts to get on, and cripple his career.

DOLLAR-A-DAY PEOPLE

"What can you do?"

"I don't think I can do much of anything; I was not brought up to anything, and never had to work."

"But what do you think you can do?"

"I don't know; I never tried anything."

"Do you write a good hand?"

"I don't know; I couldn't say."

"Do you write rapidly?"

"Not very."

"Will you write me a letter of application so I may get an idea of your handwriting and general education?"

"I don't believe I can do that."

This is the substance of a conversation that recently took place between the forewoman in

charge of the clerks in the subscription department of a popular monthly magazine and a young girl who had called in answer to an advertisement for additional office workers.

This is typical of hundreds of people in New York, and in every other large city in the country, who are haunting publishers' offices, clamoring at the doors of great business houses, and wandering the streets footsore and weary in search of work they can not find.

Is it any wonder that such people fail in their efforts? Is it surprising, under such conditions, that an advertisement for a clerk at five or six dollars a week floods the advertiser with hundreds of answers, while one for a man or woman at ten thousand dollars a year calls out not one?

We boast of our educational system, and the unrivaled opportunities for boys and girls living under the American flag to obtain, not only a common-school, but also a college, education, if they have grit and vim enough to work their way to it; yet our land is full of incompetents.

The twentieth century, with nineteen hundred years of preparation and experience and culture back of it, turned out a greater num-

ber of probable failures than any century of the Middle Ages, considering the relative advantages of the times.

When we compare a Lucy Stone, picking berries to earn the right to go to college, or a Lucy Larcom, working in a factory at the age of ten, yet through her own unaided efforts attaining high rank as a teacher and poet, with this other girl living in the midst of the opportunities offered at a great educational center, who couldn't write a simple letter; when we compare a boy of the same type with a Garfield sweeping floors and ringing bells, or an Elihu Burritt learning to translate Hebrew during the pauses of his work at the forge, we must answer that the fault is with individuals. The young people of our land are not awake to their advantages. They are dawdling through school, playing with their opportunities, and dallying with the greatness of life.

Gray-haired men and women of middle age are working in offices or factories, side by side with boys and girls, and for the same pittance. They failed to educate themselves. Youth is past, and they are reaping what they have sown. There are, of course, many amongst them who are victims of circumstances and are

not really responsible for their present positions; but the majority are where they are because they neglected the opportunities that called insistently to them when they were boys and girls. Grammar schools, high schools, evening schools, lectures, and libraries offered them their treasures, but they would have none of them. Now they complain that they are unlucky, that fate is against them, and that others, no better or worthier than they, go to the top of the ladder, while they remain at the foot. Gloomy, sad-eyed and discontented, they jostle and elbow through the remainder of their unsuccessful lives amid a crowd of youthful competitors, who, because of lack of preparation, are hurrying to the same fate.

FEEL THE NEED, BUT THINK IT TOO LATE

Everywhere we go we see men and women, especially from twenty-five to forty years old, who feel cramped and seriously handicapped by the lack of early training. I often get letters from these people asking if it is possible for them to educate themselves so late in life.

Of course, it is infinitely easier to mold a statue from soft clay, when it yields easily to the touch, than to try to bring out the same

lines of grace and beauty in hardened clay; but still the rough corners can be taken off, the harsh lines toned down, and the statue made infinitely more presentable, more attractive, even if the work be laboriously and painstakingly done. It is, to be sure, somewhat discouraging when you think how easily and delightfully the statue could have been modeled in the yielding clay, and compare the great drudgery of shaping the hardened material. After the brain has become hardened, the habits fixed, the character formed, after the responsive, impressionable period of youth has passed, it takes much determination and patience to accomplish the task of gaining culture, but it is certainly worth while. Many men have been educated late in life and yet have achieved infinitely greater results than they could have achieved without this late training.

The author had passed the period when most boys graduate from college before he even began to prepare; so late was it, in fact, that his friends tried to discourage him from thinking of such a foolish thing as going to college at his age; but he not only worked until he got his college degree, he also took other degrees at different universities; and

amount of money to-day would weigh as an offset in value for this training acquired even so late.

The author knows of a man who passed the age of an ordinary college student before he felt his need of a college education, and then he thought he was too old to go. At the end of every year, he regretted he had not gone to college a year before, and he kept doing this until he was thirty-eight years old, when he determined to go, even at that age. He finished a college course creditably, and made far more of himself thereby. We do not advise everybody to try to go to college at that time of life, because it is, as a rule, much better, when one has reached that age, to avail oneself of the best possible substitutes. There are so many good correspondence schools to-day, and institutions like Chautauqua, and so many evening schools, lectures, books, libraries, and periodicals, that men and women determined to improve themselves have abundant opportunities to do so.

The danger in trying to educate oneself is in desultory, disconnected, aimless studying, which does not give anything like the benefit gained from the pursuit of a definite program. A person who wishes to educate himself at

home should get some competent, educated person to lay out a plan for him, which can be effectively done when the adviser knows the vocation, the tastes, and the needs of the would-be student.

One can take many studies alone almost as effectively as with a teacher, such being history, English, literature, rhetoric, drawing, mathematics, and a reading knowledge of foreign languages.

Nothing else will so easily give a person the appearance of having general culture and being well-read as studying history. The man who knows history well appears to much better advantage, and he can not be considered an ignorant man, whatever else he may lack. If a man is well informed in history, can speak and write his own language correctly, and is well grounded in rudimentary studies, he is a fairly well-educated man.

There is, of course, very great advantage in studying under a teacher, because he gives a perpetual incentive and encouragement, which you do not get in studying alone, and he gives you a certain intellectual method, which is approved by experience, and you recite systematically. But any one who aspires to an education, whether in country or city,

can find, in his community, some one at least to guide his studies, some teacher, clergyman, lawyer, or educated person who will help him.

There is one advantage of self-education: you can adapt your studies to your needs better than you can in school or college. A man who has reached middle life without an education should read and study a great deal along the line of his vocation, broadening himself as much as possible by reading in other lines. He will be surprised to see how he will grow, and how his ideas will broaden if he forms the habit of reading everything he can possibly get hold of along the line of his own occupation, and then following out the side-lines of reading thus encountered and suggested.

DISCIPLINE IN A VOCATION

How little we appreciate the value of discipline in a vocation. An artist, for example, must learn a great deal about mechanics before he can become a master; he must be a trained observer of things which escape the ordinary eye; he must learn to see that which is invisible to the untrained vision, he must, above all else, acquire a sense of proportion. His eye must detect fine differences in tints,

and he must make himself acquainted with the moral meaning of colors.

A master of music must develop an exquisite precision of tone and touch. Order and system are great factors in his education. The discipline and the importance of time are of immense value to him. A true musician, like a true artist, must have a fine sense of proportion. Grandeur and sublimity must predominate in his tastes. Everything which elevates and ennobles character should form an integral part of the nature of musicians and artists alike. Delicacy of perception, which is seldom gained in the coarser pursuits of life, constitutes an essential part of the equipment of a great artist or musician.

Every vocation or calling has some advantage over every other. Musicians and artists, for example, develop much finer mental and spiritual qualities than does an ordinary man of business. A mere man of affairs does not live as much in the higher domains of thought as does a musician, an artist, or an author. He develops the coarser strands of his nature. His life deals more with grasping, pushing, selfish qualities. He may in some ways become stronger, but not so fine-grained as a creative artist. He will have more dollars,

but less culture; more executive ability, but less sensibility. In what we call the finer vocations there are many compensations for the probable loss of material wealth.

The discipline in a vocation, with its resulting power to call out and fully unfold the stronger and finer qualities of manhood and womanhood, is of untold importance.

A youth should not choose a vocation merely because he thinks he will attain distinction or make money in it. Above his ambition to become a great merchant, lawyer, statesman, physician, artist, or musician, should be a desire to become a noble man. Other things being equal, he should choose that vocation which offers the largest opportunity for growth, and which will keep pushing his horizon a little farther and farther away from him. There are many callings that fail to develop a man, that tend to keep him from growing after the first few years. The discipline in them is only a repetition of the exercise of certain faculties. There is no pushing out, no variety of experience.

Absence of growth under any circumstance is, of course, largely the fault of the man, for there is no conceivable useful vocation in which he can not enlarge himself and keep on

growing, if he resolutely wills to do so. But the tendency of a money-making calling is to narrow and pinch the life, to strangle aspiration, and to lower ideals. Unless your ideal continually reaches out before you and beckons you to higher things, you may be sure there is something wrong, either with yourself or with your vocation. If your work does not call on you to ascend as well as to extend, you may be certain that you have not made a wise choice of a vocation.

CHAPTER IX

A CAREER THAT LEADS TO ASPIRATION

An up-look and an out-look is the main thing. The call of to-day, however, for young men and young women to go up higher does not mean that one should aspire to go to the top of the oil, dry-goods, or iron business, but there are infinite possibilities opening up for the energetic, the enterprising, to meet the ever-increasing demands of a higher civilization. The great secret of progress rests upon this principle, that the higher the race ascends in the scale of civilization the greater its wants. The savage wants but little. The moment man begins to emerge from a brutal condition his wants begin to multiply, and in the effort to meet them civilization advances, climbs higher. The opportunities of the race have increased more in the last century, perhaps, than in all previous time.

This tremendous revolution in the world of invention, of discovery, of improvement, and such rapid strides in the arts and sciences, have

opened a thousand new fields for endeavor, a thousand new wants to be supplied, so that it is simply a question of climbing a little higher in order to find room enough for the most ambitious and progressive. A superior training, or a better education, always opens up new opportunities. "Go up higher," is the message which calls from the future.

To meet this new demand, these higher wants, a better education and more comprehensive culture are needed. The opportunities may not be so great in the old lines, but they are vastly greater in the new. Never before were there such opportunities for aspiring talent as to-day; the whole world is constantly looking for better men and better women, better managers, broader-minded leaders, purer personalities. Larger prices, greater salaries than ever before await the young man and the young woman of the future; but they will have to be better prepared. The day has gone by for ever when young men and women without extensive culture and thorough education can get the best positions and carry away life's prizes.

THE AWAKENING POWER OF A GREAT IDEAL

The great curse of the average person is

commonness,— the lack of aspiring ideals. There are thousands of farmers who never get above oxen and wheat, of doctors who never become superior to prescriptions and diseases, of lawyers who never wholly subordinate their briefs. The ideals of the masses never rise out of mediocrity. Most of us live in the basement of our lives, while the upper stories are all unused. Millions of human beings never get out of the kitchen of their existence. We need aspiration and great-thought models.

After once forming high ideals, we shall nevermore be content with the low and the common. Character always develops according to the pattern with us. No artist could paint the face of Christ with the model of Judas before his mental vision. No great character can ever be built up with low, groveling ideas in the mind.

"No man," says Phillips Brooks, "can live a half-life when he has genuinely learned that it is a half-life. The other half, the higher half, must haunt him."

The great passion of your life will show itself, and will change the character to conform to it. What we long for and strive for with all our might, that we tend to become. We may not reach it fully, but we shall approxi-

mate to it. The pursuit of the ideal in the young business man soon reveals his character. In one, it develops industry, sagacity, thrift, foresight; in another, scheming, cheating, lying, meanness, and like bad qualities. The same is true of whatever we do.

Early learn the habit of admiration for everything that can inspire and ennoble life, for all that is beautiful and sublime. Children should be taught to admire everything which can uplift, which can elevate them above the ineffective, demoralizing, common life. God has whispered into the ear of all existence, "Look up."

There is a celestial gravitation in every mortal, a spark of the Infinite, a spiritual hunger which, if fed and nourished, will lead to the upbuilding and developing of a great soul.

In a factory where mariners' compasses are made, before the needles are magnetized they will be in any position, but when once touched by the mighty magnet, once electrified by that mysterious power, they ever afterward point only in one direction. So, many a young life lies listless, purposeless, until touched by the Divine magnet, after which it always points to the north star of its hope and strength.

Not on some far-off height, in some distant

scene, or fabled land, where longing without endeavor is magically satisfied, shall we carve out the ideal that haunts our souls. In the humble valley, on the boundless prairie, on the farm, on the sea or on land, in workshop, store, or office, wherever there is honest work for the hand and brain of man to do,— within the circumscribed limits of our daily duties is the field wherein our ideal must be wrought.

Wrapped up in every human being there are energies which, if unfolded, intensified, and given proper direction, will develop the ideal. Our very longings are creative principles, indicative of potencies equal to the task of actual achievement. These latent potencies are not given to mock us. There are no sealed orders wrapped within the brain without the accompanying ability to execute them.

No external means alone, however, will accomplish this. You must lay hold of eternal principles, of the everlasting verities, or you never can accomplish what you were sent into the world to do. You never can reach the goal of your highest possibilities until you believe in your God-given power to do so, until you are convinced that you are master of your will, and that the Creator has endowed you with strength to bend circumstances

to aid you in the realization of your vision.

Our energies must not be allowed to run to waste in longing without action. Our latent strength must be developed steadily and persistently. All our reserves must be utilized, all our powers concentrated and wisely directed toward the accomplishment of the work we have marked out for ourselves.

With eyes ever fixed on the ideal, we must work with heart and hand and brain; with a faith that is clear-visioned, with a resolution that never yields, with a patience that is akin to genius, we must persevere unto the end; for, as we advance, our ideal as steadily moves upward.

CHAPTER X

LIVES THAT ARE BOUND

There are many people whose lives are hedged in, shut off from others, because they are not understood. They have an insatiable longing for something they can not define, but in which they feel they must somewhere, somehow, find full and free expression.

Day after day these misunderstood, hedged-in people look for the beautiful in nature, but the landscapes do not speak to their want. The society about them seems dumb, so far as answering this great want. There is something beyond which beckons and calls them, a voice which they feel they must obey, and yet they see no opportunity for doing so. This ambition, this divine hunger, haunts them, no matter what relations in life they enter, until they find an opportunity for expression, and it will find satisfaction in no other way.

Many a girl who has felt this longing has been told by parents and friends that she would find satisfaction in marriage, but after that experience she has looked out from her

home with the same longing eyes for something she has not yet found. Her husband does not see why, with her beautiful home and all her wants seemingly supplied, she should be dreaming of something, should still be longing for freedom; but the Creator put an ambition in her which looks beyond the home, and she can not quell it, or satisfy it, until the longed-for opportunity for expression is found.

To be haunted continually by the ghosts of strangled talents and smothered faculties prevents growth, contentment and happiness. Many a home has been made miserable, not because the husband was not kind and affectionate, not because there was not enough to eat and to wear, but because the wife was haunted with unrealized hopes and disappointed ambitions and expectations.

Nothing is sadder than to go through life conscious of talents and powers which we can not possibly develop; to feel that the best thing in us must be strangled for the want of opportunity, for the lack of appreciation even by those who love us best; to know that we can not by any possibility reach our highest ambition, but must live a sordid life when a higher life might be possible under different conditions.

No woman can stifle the call which speaks in every drop of her blood and struggles in her every nerve and fiber for expression, shuddering at humdrum duties, attending to the details of a monotonous list of household tasks, and hungering for higher things. The call will not be stilled.

A TASTE FOR SOMETHING BETTER

There is no one thing which will so touch the life to a finer purpose as the habit of reaching out for something a little better than we have done before, yearning for improvement. There is something in reaching a little higher and higher each day that lifts the life out of commonness and gives it a touch of the divine. The habit of looking up, of aspiring, of always reaching upward, will, after a while, make us dissatisfied with groveling; the low-flying ideals will disgust us, as we breathe the pure air of the higher altitude. We shall be impatient with the narrow outlook after we have once seen the horizon expand, felt it receding from us, obtained the view of higher things as we approach the top of the mountain. We shall not be content to spend our lives in the valleys and breathe the miasmatic

air. The habit of aspiring broadens the life, enlarges the vision, and expands the character. The moment you have once been touched by the ambition of expansion, the longing for a broader outlook, when you have once felt the touch of an immortal fire, you will never again be content with inaction or ignorance, or a sordid aim. The glory of the widening ideal, the consciousness of soul-expansion, is the greatest experience that can ever come to a human being.

The habit of doing his best enters into the very marrow of a man's heart and character; it affects his bearing, his self-possession. The man who does everything to completeness has a feeling of serenity, is not easily thrown off his balance, has nothing to fear; and he can look the world in the face because he feels conscious that he has not put shoddy into anything, that he has had nothing to do with shams and that he has always done his level best. The sense of efficiency, of being master of his craft, of being equal to any emergency, the consciousness of possessing the ability to do with superiority whatever he undertakes, will give soul-satisfaction which a half-hearted, slipshod worker never knows.

When a man feels throbbing within him the

power to do what he undertakes as well as it can possibly be done, and all his faculties say Amen to what he is doing and give their unqualified approval to his efforts — this is happiness, this is success. This buoyant sense of power spurs the faculties to their fullest development. It unfolds the mental, the moral and the physical forces, and this very growth, the consciousness of an expanding mentality and of a broadening horizon, gives an added satisfaction beyond the power of words to describe. It is a realization of nobility, the divinity of the mind.

EXPECT THE BEST THINGS

A habit of expecting good things to come to us, and cultivation of the feeling that we were made not only to work, but also to enjoy, will bring inestimable blessings and sweetness into our lives.

Somehow, we in America have conceived the idea that we were intended for work-machines, not pleasure-machines; that happiness is a side issue; that, if it happens to come to us, well and good; if not, it does not matter much, because it is not the real issue of life. An American youth is brought up with the idea that he

is a sort of mechanism intended to turn out dollars, and that pleasure and happiness are incidental, and the result is that his capacity for enjoyment is never developed, except as he attempts to unfold it a little from time to time after a hard day's work, often when he is totally unfitted for anything but absolute rest. Instead of regarding enjoyment as a duty, and looking upon it as playing a great part in life's program, he picks up his pleasure here and there, as if afraid it were wrong; and instead of a clean, beautiful pattern running through his life, he has a patchwork, a crazy-quilt of happiness and unhappiness, with very few happiness-blocks.

Man's natural instinct for constant enjoyment is shown in the fact that the severest toil, even slavery, or imprisonment, or approaching death, can not prevent him from seeing a joke, or from appreciating pleasant deeds or beautiful sights, if his mind is ready to see them and to enjoy them.

If you want to get the most out of life, just make up your mind that you were made to be happy, that you are a happiness-machine as well as a work-machine, and that no one shall rob you of real enjoyment, no matter what your environment, whether you are rich or

poor, free or enslaved by the bond of circumstances.

Expect delightful things to come to you and pleasant things to happen. There is a great pleasure in expectancy. If you build air-castles, build beautiful ones. Never mind the things which are past, do not hunt for things which are lost, and do not waste time over lost opportunities, lost prospects, lost property, or lost health. Live all your life and be glad, content, and happy now; fling all your energy into the present moment; do not waste time regretting yesterday or longing for to-morrow.

Be a magnet to draw all that is beautiful, pleasant and desirable out of to-day; then you will have multiplied your own power of enjoyment so that you may get more out of to-morrow, and then more out of the next day; but as long as you waste your energy mourning over the past, and thinking what you might have been and of what might have been done,— as long as you squander your vitality trying to relive badly-spent yesterdays, or to live to-morrows before they come,— you will cripple your power to live properly the day which is before you. Cut off the past, and do not touch the morrow until

it comes, but extract every possibility from the present.

Never allow yourself to think that fate is against you, or that destiny has decided your future. Think of yourself as always lucky, and always on the up-grade; and feel that abundance of all that is good will be yours if you will cherish productive, creative thought. Remember that destructive, tearing-down thoughts will drive away from you all that produces. You will destroy your magnetic attraction of abundance by thinking of limitation, poverty, and failure. Think positive, creative, happy thoughts, and your harvest of good things will never fail.

CHAPTER XI

MERE MONEY-MAKING IS NOT SUCCESS

There is really very little connection between the accumulation of money and real success. Success is a growth, is expansion, is the unfolding of the divine nature of man, of all that is godlike within him. A man may succeed in piling up millions and yet fail in this higher development, fail in the supreme object of his life on earth. Some of the most pitiful failures in the United States are millionaires.

True success is many-sided, and consists in the symmetrical development, to the highest possible extent, of all the higher qualities of man's nature.

Success in one line does not at all imply success in another. How many men we have known who were regarded as geniuses in some particular line, but were mere dwarfs, manikins in everything outside of their little rut. The world does not want narrow, rigid-minded men; it wants broad-minded, liberal-hearted,

generously-educated men; men of wide sympathies, with deep and strong convictions; not men of one-sided development, but men who can apply their minds vigorously to general subjects relating to the well-being of society.

Specialties pursued too closely, too persistently, too narrowly, often prove a curse to the individual.

Our occupations have everything to do with our development and destiny. How can you develop a man,—the most complex creature in the universe,—who spends his life making pinheads or screws, or tending a machine which does not bring into play the slightest ingenuity, which calls forth no exercise of his reasoning powers, does not demand the use of his judgment or sagacity?

Men who tend machines all their lives become themselves machines. Their unused brain-cells and faculties shrink and shrivel until the individual becomes a mere manikin, only the semblance of a man. The modern mania for specialties may prove one of the greatest curses of the race, through its tendency to cripple the intellect and dwarf manhood.

The mind is many-sided and requires a great variety of food. "Use or lose," is nature's

motto. Unused muscles become atrophied. Unused faculties and brain-cells shrivel up and wither until their natural functions are almost wholly lost. And so the man who gives himself up to money-getting, solely, loses the faculty for the enjoyment of the higher things of life.

All over this country we see the baneful results of the passion for money-getting. We see men on every side who are regarded as successful, simply because they have made money, but in reality they have failed to grasp the true meaning of life.

TALENT FOR ACCUMULATION

Some men become perfect magnets for attracting money. As boys, pennies gravitated toward them. They seem naturally to get the best of every bargain. These men think in terms of dollars. Their minds become saturated with money-making ideas and schemes. They cultivate the money-making faculty until it becomes a power. All their brain-forces are turned toward accumulation, until it is as easy and natural for them to make money as for others to lose it. No matter what part of their natures you touch, it points toward

money. Everything they take an interest in is a sort of guide-board which points toward the dollar-mark, for nothing else attracts or interests them. The brain of the born money-maker becomes a huge gland for secreting dollars, and all the other faculties seem to shrivel, to become atrophied. A love of the beautiful, a taste for literature and art, for travel, sympathy for others,— everything seems to dry up because all the juices of the mind have gone to nourish this great money-gland, just as the juices of the soil flow into the one branch of the tree and develop it abnormally when all the other branches have been cut off.

There is no great secret about it. It is perfectly scientific. If all the energies of the mind were concentrated upon something else, if all the brain powers were focused upon a great ambition in some other line, everything would tend to gravitate toward that one unwavering aim to which the ambition and the energies pointed. It does not matter whether it is music, art, literature, or money-making. You become a money specialist just as you would become an eye specialist, if your ambition and all your energies point only in that direction. Of course, money grabbers are one-sided, and so is the painter whose whole

life and energies have been focused upon colors and forms and canvases. Nature will give us what we pay for, but often at a cost which beggars our manhood and ruins and dwarfs our other faculties.

It is hard for a young man to jog along in what seems a humdrum way, while his acquaintances all around are gaining wealth, apparently, by leaps and bounds. It takes courage to refuse to bend the knee to questionable methods, when they are so generally adopted. It takes courage to tell the exact truth, when a little departure would bring a great temporary gain. It takes courage to refuse to be bribed, when it could be covered by specious justifications. It takes courage to stand erect, when, by bowing and scraping to people with a "pull," you can without difficulty get inside information that would make you win what others would lose.

On every hand you will see evidences of easily-earned wealth. You will see apparent happiness in elegant homes, costly clothing, and fine carriages, all procured by questionable means.

Do not be deceived by appearances. A great deal of that which passes for success is really failure or defeat. On the other hand,

that which passes for failure really is often success and noble achievement.

When you see a young man flaunting his quickly-gained wealth in your face, just ask yourself, "How much did he lose in getting it? How much of himself has he parted with in exchange for the money? Does it pay to sell one's manhood and character in order to get rich a little faster? Isn't it safer to take the slower and approved method? Doesn't a youth lose, unless his life is square and clean, no matter what money he gets?"

Young man, never envy the man who seems to get on by questionable methods. Your own self-respect is worth more than all his ill-gotten wealth.

Never put in your pocket a dishonest dollar, a lying dollar, a deceitful dollar, a dollar which drips with human sorrow, a dollar which has made another poorer, which has robbed another of cherished plans or education. Never touch a dollar which is not morally clean; it will do you no good, but will rob you of peace of mind, of self-respect.

Never put yourself in a position where the brute side of you will have to apologize to your diviner self for what you have done, or where you will be obliged to cover your tracks,

or to conceal your identity. Throw your heart wide open to the world. Have no business secret, so far as morality is concerned.

Never yield to a temptation to do a dishonorable or questionable deed, no matter what the promise of reward may be.

SUCCESS THAT SUCCEEDS

There is little success that really succeeds. Most of it is failure in the true meaning of the word. Success is a failure when it cripples, dwarfs, cramps or interferes with others' rights or advancement. Your success is a failure if it leaves you a poorer man mentally or morally. If you are dwarfed and pinched and meaner in any part of your nature because of your success, if, in the pursuit of your aim your own life has not become richer, fuller, grander, you are a failure.

Success is a failure when there is a dollar in it which has been wrung unjustly or by unfair means from the customer or the employee. It is a failure when it looks down instead of up, when it rides rough-shod over others' feelings and trifles with their rights, no matter how golden it may seem to others. Your fortune does not belong to you, although you may be

able to check it out of your bank, if you wrung it out of others' lives,— if it has made them poorer and their chances less. The money does not necessarily belong to you, just because you have it. You may be a thief in reality, although you think you are honest. Your money must be clean of others' rights. It must be free from others' sufferings; their homes must not be the poorer, their table the scantier, their surroundings the meaner, for your prosperity,— their education must not be skimped, nor their chances for self-improvement cut off, to enable you to get your wealth. Your money must be free and clear and clean. If it trespasses upon others' rights, if it dwarfs their chances in life, if it smothers their ambition, you are not a success. There must not be a stain of dishonor, or it is not yours.

Success succeeds when it ameliorates or improves the hard conditions of the world, when it makes you a larger, fuller and completer man. It succeeds when it inspires hope in the place of despair, courage in the place of disheartenment,— when it helps people to help themselves. It often succeeds when the subject lives in the poorhouse or in an attic. Many of the world's greatest men have died

in poverty, in rags, in destitution. Notoriety may have nothing to do with your success; fame may never touch it. The effort, the motive, the struggle to overcome,— these measure success. To spend all your time and to struggle with all your might, and yet to fail in the thing attempted, may really mean to win in the highest sense of the word; and to attain the thing you struggle for may mean demoralizing, blighting, damning success.

If your vocation has not lifted you into a higher manhood, if it has not been an education to you, a perpetual discipline, if you are not a cleaner, finer man on account of your life-work, it has been a failure, no matter how much money you have accumulated. True success is measured by growth, not accumulation; by aspiration, not the distance you have traveled; by effort, by motive, by the struggle for true self-expression. Selfishness is everywhere and always a failure. No matter how rich in lands, houses, or stocks you may be, if you are selfish, you are a failure. If your success has not given an uplift to the world, if your neighbor has not been enriched by your example, if every foot of land in your community is not worth a little more because of your having lived there, then you have not

succeeded, though you have millions. True success can not impoverish another. If it really enriches you, it must enrich others.

Some people measure success by the distance they have forged ahead of others, by the degree to which others envy them, but this has nothing to do with it. Because you have distanced somebody else may simply mean that you have had a thousand advantages over the one you have distanced, or that you have taken an unfair advantage of him. Your real achievement is only measured by your own merit, by the quality and the direction of your aim, the motive behind your struggle, the faithfulness of your endeavor.

THE WORST KIND OF POVERTY

No other form of poverty can compare with mental destitution. Though a man may own neither houses nor lands nor money, yet, if he has a cultivated mind and a broad mental horizon, if the door of his intellect has been opened wide, so that he drinks in beauty and intelligence wherever he goes, and if he has developed his sympathies so that he is in touch with life at all points, he has found the secret of success and happiness.

On the other hand, if a man merely accumulates millions of dollars, though he owns broad acres and lives in a palace, if his mind has been starved, if he is intellectually poor, he will know nothing of the world beautiful in books, he will see nothing to admire in art, nothing to soothe or elevate in music; if he has been wholly absorbed in crowding and elbowing his way through the world to the total neglect of his higher nature, in spite of his houses and lands, his palatial residence and all his costly surroundings, he is the most despicable and pitiable kind of pauper.

Saving money and starving the mind is the poorest business that any human being can possibly engage in. Wear threadbare clothes, if necessary; sleep in a bare attic, if you must; sacrifice legitimate but unnecessary amusements; do anything in reason rather than starve your mind. Feed that at any cost short of injuring health.

A youth who has learned the alphabet has the key to all power. He can make royal investments, for mental investment is the greatest any one can make. It is a form of wealth that will stand by him when panics or other misfortunes have swept away property, when friends fall away, when the whole world seems

to turn against him. No matter what happens, if he has a rich mind, if his intellect is a storehouse of precious knowledge, he can never in reality be poor.

PEOPLE WHO LIVE IN THEIR PROPERTY

The great majority of the human race do not live in themselves, but in something entirely outside of themselves. Most men live in their property. Their lives are absorbed, bound up in their ambitions,— are inseparable from them. They can not think, except in terms of money. They are not interested in anything which does not in some way add to their money or property.

Fortunately for the world, there now and then appears an Emerson, an Agassiz, a Lincoln, a self-balanced, equipoised man who keeps the center of gravity within himself,— a man who feels rich in himself, who, although he may not have a dollar, may be able to make a man who has nothing but dollars feel contemptible in his presence. It is fortunate for us that now and then there appears a man or woman large enough to keep our eyes off our furniture, our tapestries and mere works of art, and center them upon themselves! It is

fortunate for the world that there is now and then a man or woman large enough to take our eyes away from our carpets and the things we have to eat and drink, because they are so much more interesting and fascinating than all this rubbish.

A real man is the biggest and grandest thing in the universe, the one being supposed to be self-possessed, self-centered, created to dominate everything outside of himself; and yet the great majority of men live only in their houses, in lands, in stocks, in bonds, in business enterprises. It is almost beyond belief that the noblest creature in God's universe should be no larger than the fire which destroys his store, or the sorrow which takes away friends, or the disaster which sweeps away his property. Yet, how many men allow such accidents as these to blight their whole lives and even to put out the light of their minds!

The real man has no business to be thrown off his balance or out of his orbit by fire or floods, by panic or disaster which sweep his material wealth from him. He should be so perfectly poised that nothing could destroy his equilibrium. He should be out of the reach of the calamities which ruin or unbalance those whose center of gravity is situated in

things instead of mind. A man ought to be so trained that he will feel absolutely secure, calm and undisturbed, no matter what befalls him; that he will feel absolute trust in the all-controlling power of God, that nothing will be able to blanch his cheek or shake his form with fear. He should be beyond the reach of terror, superior to scorn or ridicule. He should be so well-rounded, so perfectly poised in his character, so strongly buttressed in his faculties that nothing will have power to shake him from his center.

The highest type of man may see his property swept from him, his hopes blasted, his ambitions thwarted, but his spirit will remain undaunted. His success is beyond the reach of every accident, of fire, of panic, or of temporary disaster, for the foundation of his success is laid upon the eternal rock of truth, of square dealing. No floods or misfortunes or commercial devastations can reach him.

CHAPTER XII

MAKE GROWTH, NOT WEALTH, YOUR GOAL

The youth who starts out in life with wealth as his ideal is a foredoomed failure. If he would succeed, he should let growth, expansion of mind and heart, and wealth of character, not money-getting as the principal thing, be his aim.

Be as large a man as you can make yourself. Broaden your sympathies by taking an interest in other things than those which concern your immediate business. A knowledge of the great world-movements, active sympathy with all efforts directed toward progress and the betterment of mankind, and the cultivation of the finer side of your nature,— fostering the love of music, art, and literature,— will not only enlarge your vision, but will also increase a hundredfold your enjoyment of life and your value to society.

Do not allow yourself to become self-centered. Give some of your energies to securing better conditions for those less fortunately circumstanced than yourself. Interest your-

self in politics. Go to the primaries. Remember that you are, first of all, a man, and then a citizen, and that making a life is man's first duty.

Keep your manhood always in view. Never do anything that will throw discredit upon it, and success will mean far more to you than mere money-getting. You will find that culture, the development of your esthetic nature, will enrich you more than the accumulation of dollars.

If you attain to true manhood; if you have developed along the lines of your higher self; if you have kept growing through all the years of your life, no matter whether you have accumulated wealth or not, you are successful.

If, on the other hand, you have not kept growing; if you have starved your mind in order to fatten your pocketbook; if you have strangled your sympathies, your interest in the welfare of others, for the sake of increasing your business; if you have neglected your friendships, ignored the claims of those dependent upon you, or who have helped to make your business successful; or if you have been stingy, hard, and exacting, while you have been accumulating your money, you have

failed, though you may have made millions of dollars.

A WELL-ROUNDED LIFE NEEDED

It is astonishing how few people live a complete life. There are many who develop a fraction of themselves and use but a tithe of their power. The majority of the people get their living by the use of their weakest faculties, while their strong ones die from disuse.

Nature takes an inventory of us very often, and whatever she finds hidden away on a shelf, dust-covered from disuse, she quickly removes. "You may have it as long as you use it," she says, "but no longer." We may be born with brilliant powers and ability to achieve success, we may give promise of a great future, but if we fail to exercise these powers we shall soon be amazed to find they have vanished.

A king gave to Solomon a precious vase containing, it is said, an elixir of life which would kill disease and restore youth. Many people in distress begged the monarch for a little of the precious elixir, but he did not dare to remove the cover until he was compelled to use it himself, lest it should escape. At length, when the king became ill, he went to

the wondrous jar, and, to his amazement, all the magic liquid had evaporated.

So, many men and women fail to use the gifts which would have blessed other lives as well as their own, until they awake to the fact that the elixir of their powers has vanished — has evaporated from long disuse.

There are many who live but half a life, and surround themselves with commonness, simply because they do not develop their higher faculties. They are content to live in the basement and the kitchen of their life, and seldom go up to the parlor to get the sun and the beauty of the wholesome living of a complete life. They use only a fraction of their powers, and then wonder that they do not accomplish more.

A large, broad, well-rounded, complete life is very rare,— so rare that its influence falls like a benediction upon the race.

It is inconceivable that a man endowed with great powers should be satisfied with the husks of life when the rich kernel of the grain is so near. It is incomprehensible that he should be satisfied with half a life, with incompleteness, with the development of only a few, and those, often, the lowest, of the faculties of the mind.

People seem content to develop the brute

side of themselves, while the God-man within, the Creator's image, remains in the rough marble of life, or is marred, scarred, or distorted by the careless use of the chisel and mallet, until the angel, which is imprisoned, waiting to be released by industry and stern endeavor, is ruined.

WE MUST GROW OR DIE

A passion for growth, a yearning for a larger life, is characteristic of all great souls. A man is measured by his power to grow, to become larger, broader, nobler. The intensity of his desire to reach out and up defines his capacity for development.

Any man, young or old, possessed by a passion for growth is constantly adding to his knowledge, always pushing his horizon a little farther. Every day he gains additional wisdom; every night he is a little larger than he was in the morning. He keeps growing as long as he lives. Even in old age he is still stretching out for larger things, reaching up to greater heights.

Men like Edward Everett Hale and George T. Angell, and women like Mary A. Livermore and Julia Ward Howe, and a host of

other noble souls that might be named, many of whom have long passed the three-score-and-ten mark, are still learning, are still fresh and responsive to new thoughts and ideas. But many cease to grow. They get into ruts, and development ceases even before they reach their prime. There are men and women who at thirty or thirty-five years of age begin to fall behind. They have no sympathy with new inventions or ideas. They cling to old things, old methods, and the ways to which they and their fathers and mothers have been accustomed. They put a limit to their capacity for growth, often through a mistaken sense of reverence for the past, through a deifying of the "good old times" of their ancestors.

We often find plants and trees that are not fully developed, but have reached the limit of their growth. They can not be made to respond to the wooing of enriched soil or copious watering. The power for the extension of cell life seems to have departed.

There are many human plants of similar nature. Early in life they settle into grooves from which nothing can displace them. They are dead to enterprise, to advancement along any line. New movements, new systems of

business, larger conceptions of life, and similar things in the living moving present do not appeal to them. Immovably bound to the past, they can step only just so far this way, only so far that way. There is no further growth, no more progress for them. They have reached their goal.

Employees often think they are kept back designedly, and that others less deserving are pushed ahead of them, when the real trouble is with themselves. They have ceased to grow. They continue to move in a circle. They have not kept pace with the trend of the times.

"Forward!" is the bugle call of the twentieth century. The young man or woman, or the old man or woman, who has ceased to grow, is to be pitied. Life holds nothing more for either.

UNCONSCIOUSLY IMMORTAL

Every mechanic whose invention or improvement has emancipated man from drudgery even a little; every artisan whose contrivance or ingenuity has been an endless benefaction in the home; every carpenter whose honest nail or joint holds a building in safety; every blacksmith who has forged a reliable anchor to steady a ship in tempests, every

seamstress whose conscientious work has protected a soldier on the battle-field — no matter how long ago each lived — is still toiling for humanity.

Every man who has organized a great business which has given steady employment to men, and whose discipline has been a help to the community, no matter how long ago, is still toiling for men.

Every telegram reminds us that Morse is still a force in civilization; every cablegram tells us that Cyrus W. Field is still a power in the world. Every railroad is a reminder that George Stephenson is not dead. The busy fingers of toilers, no matter in what age they lived, are still weaving clothing for the poor or helping humanity in some way.

There can be no higher fame than that of an ameliorator, an uplifter of life's burdens. This is the test of greatness,— to be of use in the world. Individuals die, but those we have helped, those we have inspired and assisted and encouraged to nobler effort, still live; and they, in turn, will help others. The initial influence, however and wherever it started, becomes immortal.

The greatest secret of success is that of finding and feeding the hidden springs of life.

The man who accomplishes great things in the world is he who has found the grand secret of life, and is able to keep the fountain-head full and overflowing, not the one who always seems pushed to the wall and always impresses you as making a tremendous effort in everything he does. Emerson says that a man does his best thing easiest. It is not what an orator says which impresses us so much as the reserve which he manifests; not so much the things which he actually says as what he might say if emergency required. This is the test of power,— the reserve which a man leaves unused. A man who seems to struggle and strive with all his might, and agonizes in his effort to do some great thing, impresses us with weakness rather than strength.

It is not the fountain half-full, or even full, but the overflowing fountain which makes the valley green and glad. The overplus of strength, the surplus of fertilizing energy, is the reserve which counts in the struggle for success. The man who uses up all his energy in every effort he makes is never a power in the world. It is the oversoul, or surplus of life and energy, which bespeaks an overflowing, perennial fountain of strength and power which is the secret of all great achievement.

CHAPTER XIII

THE MESSAGE WRITTEN IN THE BLOOD

No man is strong enough to fight against his Creator and win. What God has written in a man's heart and brain, he must read and follow, or he will never find life's meaning, never perform his allotted task.

In making a decision as to what his work in life shall be, a man who would woo success should heed the God-given message that speaks in his blood. His natural inclination, developed by encouragement and education, and controlled by conscience and reason, is the surest guide to an employment most likely to be rewarded with success.

It is a good thing to want to be a good citizen, and just make an honest living; and if that is all there is to you, if that is the greatest thing you are capable of, then that is success for you; but if a call for something higher runs in your blood, and is indicated in your brain, it is as much your duty to heed it as for the man who hears a sacred call to the pulpit

and obeys it. Obey the call which comes from your blood, be true to your ambition, obey the hand which beckons you on, which none but you can see,— the voice which is audible to you alone.

Individual happiness and success, the welfare of the whole fabric of society, depend upon the answer that young men and women make to the questions, "What can I do best? In what capacity can I best serve my fellow men and develop to the utmost my highest powers?" These searching questions must not be answered thoughtlessly. You owe yourself the best opportunity possible for expansion and expression, and nothing else will call out your possibilities, or make you so manly or womanly, as the healthy exercise of all your powers in a congenial occupation. We should engage in the occupation which is best fitted to our physical constitution, mental make-up, taste, and ability. The surest way to win is to get into the right niche, a congenial environment, where we can work without friction, where all powers find quick and responsive expression.

It is a pitiable sight to see a man spend his life working against the grain of his nature, trying to do that which has been prohibited

or interdicted by the very structure of his brain and the constitution of his mind. It is just as unnatural to try to make a cloth-loom manufacture shoes, or to expect a sewing-machine to grind corn.

If you choose your vocation from any other reason but that you love it, that your whole soul is in it, that it is your meat, your drink, your life, you may suspect that you are out of place.

If you have to be driven to your task, if you hate it, if you want to get away from it, if it is drudgery to you, if you watch the clock or long for the sun to go down that you may be free from your bondage, you may be sure you have made a mistake. You will not reach a great success in life if you are not in love with your occupation, if your faculties do not give their complete consent. If there is a protest anywhere in your nature against what you are doing, there is something wrong. The thing you were made to do will give you pleasure, harmony, satisfaction, contentment. If you attempt anything else, you will get incompleteness, unhappiness, disappointment.

It is said, "There is nothing which so weakens, demoralizes and belittles a man as the effort to work along the line of his weak-

ness instead of his strength." He will always be a perpetual weakling whose vocation does not get the consent of all his faculties. He will never get the full measure of his self-respect in doing the lesser when he feels that a greater is possible.

He struggles along in mediocrity, knowing that he is not in his proper place, and continually haunted with the consciousness that if he had chosen the vocation which would have exercised his stronger faculties, he would have risen to the upper stories of life instead of living all his days in the basement.

Life without self-expression is weakness. Life with self-expression, no matter how humble the field in which one labors, is strength, is happiness.

A CAREER BASED UPON SELF-EXPRESSION

"Every man," says Mr. Edward W. Bok, "is given a certain thing to do in the world, and he alone, by a proper study of himself, can arrive at the clearest and surest knowledge of that particular object. I am a firm believer in the molding of character through the influence of another; but my conviction is equally strong that every man is the architect

of his own fortune, and that his truest course in life is to follow, not the guidance of another, but his own instincts. In other words, I think young men should, as early in life as possible, get into touch with the idea of their own responsibility, and be taught the great lesson that, however well others may advise, they, and they alone, must carve out their own careers. The most successful careers, the most honorable lives in the history of the world, are those which have been shaped by their own hands. There is an element of danger in this, of course, but the element is small in comparison with the greater danger which lies in the foundation of a character against one's own instincts."

HOW TO CHOOSE

A young man should choose his career along the line of his strongest qualities. He may fail completely in the effort to become a Field, a Wanamaker, or a Carnegie, and yet make a brilliant lawyer, a great engineer or inventor, simply because he lacked some quality absolutely indispensable to the success of a business man, but not necessary to that of a professional man. Nature may have endowed

him richly with many qualities, but there may have been some little lack of executive ability, of initiative, of ability to handle men, which might cripple him in a purely business career; and yet his other brilliant qualities may give him prominence in some other line.

A large proportion of the failures in life can be traced to carelessness or indifference in choosing a career. The youth is often influenced by a passing whim, the impulse of a moment, a temporary enthusiasm, without having given thought as to whether he possesses the qualities which make a deep and permanent success possible in the field he has chosen.

A boy decides to become a criminal lawyer because he happens to be captivated momentarily by the eloquence of a great pleader in a noted criminal trial; or he dreams of himself as a great merchant, and he thinks what a grand thing it would be to have a large number of clerks standing behind counters selling goods for him, and, although he can not tell wool from shoddy, has no head for figures or for details or for managing, and no great executive ability, he decides to go into business.

The youth should study his adaptability, his constitution, his staying qualities, his temperament, in order to determine whether he is likely

to make a permanent success in the line he has chosen.

It requires a great deal of judgment to choose a career, as inclination is not the only factor. Nature may have endowed a youth with special ability in some line and yet there may be physical reasons why he is not likely to succeed in it. A youth with a very delicate constitution, no matter what his ambition might be, would have scarcely a possibility of succeeding in a career which demands tremendous physical stamina and rugged strength, and it would be very foolish to enter it simply because he had ambition for it. While the ambition and the ability to carry it out go together, yet nature might have endowed a youth for some special line, and accident or ill-health, may render it practically impossible for him to succeed in it.

Children are often very susceptible to suggestions from parents, teachers or friends, regarding what they shall do in the world. The author was very powerfully influenced by the ambition of his grandmother that he should become a clergyman, and he grew up with the idea that this probably would be his calling, although his tastes led him in an entirely different direction.

A great many men who have achieved distinction have received a great help to self-knowledge through phrenology. Senator Depew, Doctor Charles Parkhurst, Doctor Gunsaulus, Edison, Carnegie, the late Henry Ward Beecher, Philip D. Armour and Horace Mann have stated that they received a great many helpful suggestions from phrenology.

The person who chooses his life-work without taking stock of his working material, the qualities he possesses, is like an architect who should find a huge pile of building materials of all kinds and qualities, and, without going through it, should decide by the first stone or piece of timber he happened to pick up what kind of a building he would erect.

A vocation must be chosen that will develop your manhood. It must not cramp or dwarf, but constantly contribute to your growth. You will not get your living by the exercise of only a few weak faculties, but by your strong ones, your dominating qualities. In such a vocation you will grow to your full stature.

WE ATTRACT THAT TO WHICH WE ASPIRE

Ambition is like a magnet. It has a tremendous power to draw to itself like materials.

things which are kindred. The young man who yearns for and struggles for an education with all his might becomes a knowledge magnet, attracting to himself everything that tends to make him a scholar. The young man whose soul is bent on the law, who talks and thinks and dreams law, transforms himself into a law magnet, absorbing every bit of law, every case and every precedent he can. A boy is often overpowered with what seems to him the wonderful knowledge of a lawyer whom he hears pleading at the bar. He does not think it is possible for him ever to know a quarter-part; but from the moment he becomes absorbed in the study himself, he finds that he is constantly increasing his power to attract everything to his aim. Everything seems to come to him till the knowledge rivulets swell into a river. When the purpose is fixed, then everything in the line of his specialty seems to come to him.

PEOPLE WHO MATURE LATE IN LIFE

Do not be discouraged because you have not been able to determine upon your career earlier in life. There is a great difference between young people in the ages at which they come to maturity of thought and judgment. While

one boy may know at fifteen what he wishes to do in life, another may not know until he is thirty, or even older.

The trouble is, we mistakenly measure people by years. There may be a quarter of a century's difference between two boys born the same day. Years have little to do with age. When one boy comes to maturity, another is just getting a start. The fiftieth milestone may in reality mean only the thirtieth to one man, and be practically the seventieth to another.

I know a man who was in great distress, almost driven to despair, in fact, for years, because he could not decide what he could do best. In fact, he went into several different kinds of business and was successful in them, and still there was a silent protest in him all the time against what he was doing, and he never felt all his faculties and powers pulling together in his work. He felt there was something wrong, that he ought not to carry this interrogation point before him all the time, but he seemed powerless to get into the right place. He was so troubled by this doubt, and uncertainty, and inability to decide, that he almost gave up in despair, and nearly decided to make the best of an uncongenial choice,—

make as much of a success of it as possible, and let it go at that. But his uncertainty continued, and it was not until he was past forty-five years of age that he found his niche, that he got a complete and unconditional consent of all his faculties to his choice. Then he felt a thrill of power, a tonic of enthusiasm, such as he had never dreamed of before, and in a very few years he accomplished more than he had been able to do in all his previous life,— simply because he was in his place. He not only got the full consent of all the forces within him to his choice, but also they seemed to act with redoubled strength, with renewed energy, and he felt a power which had been wholly wanting in the previous years.

When a man has once felt that backing, that mighty reserve power, which comes from glad consent to his selection, the enthusiastic support of all the powers that are in him, when he feels everything pulling along the line of his choice, aiming for the one goal,— then, for the first time, he feels himself a man. Before, he has been a pygmy,— he has been exercising his weakest instead of his strongest faculties. Now, for the first time, he feels that he is a factor among men, that he is a whole man, not a part, not a mere section of a man.

Do not jump to the conclusion that you have no special aptitude running in your blood, no bent in your make-up, simply because you have not yet been able to decide just the best thing to do. Some of the most successful men and women in the world have not discovered themselves until middle life, or even later, but they have been conscientious men and women; they have been all the time feeling for the light and groping their way as best they could in the dark, always following what little light they got.

There are a thousand things which influence the choice of a career. The faculties which are strongest in you may never have shown themselves, from a lack of early education. The strongest forces of your nature may never have been brought into exercise at all in your early life. You may have been intended by nature for an artist, or for a great writer or legislator, and yet have been so tied down by the routine of hard work on the farm, or in the work-shop, or factory, trying to get a living, spending all your energies to provide the necessities for yourself and those depending upon you, that the larger life which exists in you in possibility may never have had an opportunity for unfoldment.

Powers may be smoldering in the embers of your ambition which have never been fanned into a flame of passion and strength, simply from lack of opportunity.

A boy, young Ben Austrian, who has so quickly come into prominence as an artist, was, a few years ago, working in a laundry in Reading, Pennsylvania. He never dreamed of the possibilities, of the power, latent within him until some one sent him a self-help book, which so aroused his ambition to be somebody and to do something in the world, that he begged his mother to release him from the drudgery of the laundry. The widowed mother was poor, there was a mortgage on the home, and she had no way to get a living except in this little laundry, but she did give the boy a chance to see what was in him. The result was that the moment he began to exercise his artistic faculties a power which he little suspected he possessed rapidly developed in him, and he rose in his profession with almost unparalleled rapidity. The opportunity was all that was lacking to develop what was in him.

And this is true in thousands of cases. The spark would sleep in the flint for ever but for friction,— something to call it out. Many of

our greatest men and women have come to themselves, have had the first taste of their power, through some accident or trifling circumstance. A maxim, a book, a sermon, a lecture, a little talk with some one who felt a deep interest in them,— these have called out the spark which has set the ambition on fire. And after a youth or a man once gets a glimpse of his real power, he will never again be content with getting his living by his weakness, when power lies within his reach.

But the great thing is always to look for the light, to follow it, to listen for the voice that bids us up and on,— never to lose sight of the finger that beckons us, and will lead us if we will but follow.

If a man's whole career, before he discovers himself, is honestly and earnestly devoted to the best he knows, he will usually find a way to express himself. The great thing is to lay a splendid, broad foundation, and to lay it deep, and with good material, without flaw, or suggestion of rottenness or weakness. Then the superstructure, whatever it may be, will stand. Follow the light. Look for the inclination. If an inclination for some particular line runs in the blood, you may be sure it

is only a question of time in finding out what it is.

ALWAYS A CHANCE

Success in life depends upon the proportional capacity of storing up energy, the laying of foundations, columns of reserves, of momentum, of power. A great many people spend a large part of life getting ready, laying broad and deep foundations, and then, when the opportunity comes, they fling up a mighty structure, which surprises the world. But they had the reserve; they were equipped; they were trained. Their whole previous life had been preparation for this one great opportunity.

Many of the men who have left their marks on the world were not even known outside of their little communities two years before — some of them not a year. The world knew little of Farragut until he made his famous run in Mobile Bay, or of Von Moltke until his mighty stroke at Sedan, in the Franco-Prussian War, when he was over sixty. How many people in the United States ever heard of Grant two years before he showed the hand of iron and the power of a Napoleon at Shiloh and at Vicksburg? In

less than three years from the time the tanner left his little store in Galena he was known as the greatest living military figure.

Thousands of people laughed at an ungainly man from Illinois who presumed to lecture to a cultured, refined audience in Cooper Union on great matters of state. What could a man who, perhaps, never saw a dozen books in his youth, who was reared in a floorless, windowless log cabin in the wilderness, and lived half a century unheard of out of his state, give to enlighten New Yorkers upon the momentous question of slavery, upon the great problems which were taxing the wise heads of Christendom? Yet, two years after Lincoln's "presumptuous" speech in Cooper Union, he was regarded as the grandest figure in the world.

In English public life, mature age has been the rule for the men at the helm. Palmerston became premier at seventy-four, and held the post at his death at eighty-one. Disraeli reached sixty-three before he was intrusted with the formation of a cabinet. Gladstone was old in years before he was anything but a partizan orator.

In American industrial and commercial life are many instances where men have proved the

fallacy of the saying that there is no chance for old men. Captain John B. Ford of Pittsburg, a manufacturer of plate glass, lost his fortune when seventy years old. Manfully he entered business again and, long life being given him, before his death at ninety-three he was several times a millionaire.

Hugh E. Williams, after alternating between school-teaching and merchandizing, and failing financially in both, went to California when fifty-six years old, and endured hardships while waiting for orange-trees to mature; but once launched in fruit raising, and aided by the development of the country, he paid up old debts and accumulated property worth three hundred and fifty thousand dollars.

The late Justice Miller, of the United States Supreme Court, did not begin to study law until he was thirty-seven, but in twelve years he had reached his high post.

It is not so much a question of time, as of preparation, of training, of reserves, of the accumulation of force. An architect may spend years in study and travel, in making plans and getting material together for an edifice, but the structure may be raised, after everything is ready, in a few months.

Do not listen to those who try to discourage you because you have not been able to find your place, or to make your mark early in life. Just stick and hang, prepare, persist, have a program and carry it out. No matter what your age, there is always success for the man who can persist, who can endure; but there never is for the man who gives up, or who lies down, no matter how learned or what his resources.

CHAPTER XIV

A LIFE-WORK THAT GIVES PLAY TO ONE'S INDIVIDUALITY

If you would have your work count for something, put yourself into it; put character, originality, individuality into everything you do. Don't be satisfied to be an automaton. Determine that whatever you do in life shall be a part of yourself, and that it shall be stamped with superiority. Remember that everything you do of real value must have the impress of yourself upon it, and let that be the evidence of excellence and superiority.

You will find that devotion to your work will pay. Superiority of method, progressiveness, and up-to-dateness, leavened with your own individuality, are permanent.

"NOT THE WAY FATHER DID"

Imitation is always a sign of weakness. The man who copies others practically says he is not capable of originating new methods. He does not know how, so he copies.

One reason why young men do not get along faster is because they are always asking how the other one got a start, and they think they must do the same things in order to get a foothold; when, if they would stop to consider, they would find that men who do remarkable things do not copy; they are original.

Imitation is death to individuality as well as originality. The habit of copying somebody else is always fatal, whether in an artist or merchant.

It is the young man who dares to step out of the crowd and do things which he has never done before, who dares to introduce principles and systems never before employed in his line, that usually wins.

The young man who always does things as his father did never gets very far. This is one thing that keeps young Englishmen back. They have been brought up to think that what was good enough for their fathers is good enough for them.

But the enterprising young American does not think anything is good enough for him which can be improved. He does not ask how somebody else has done the same thing, except for information and guidance. He dares to do things his own way.

The evolution in business methods in large cities within the last twenty-five years is something astonishing. Old cumbersome methods have given way to simpler ones. Roundabout red-tape, over-systematized ways of doing things have been replaced by direct, simple methods. The saving in room alone in the city of New York by modern office methods is something incredible to those who have not kept track of the rapid march of improvement.

Ingenuity, up-to-dateness, strong individuality, originality in methods mark the man of power.

Don't be content to be a mere nobody, or one of a thousand in your line. Determine that your business or profession shall be conducted along original lines; that everything about you shall be stamped with your originality; that your business shall be marked so that everybody can see you are not an echo.

It is pitiable to see the great army of trailers, who are trying to hitch on to somebody else's car-motor to pull them along. It is one of the greatest misfortunes to get the reputation of being an imitator. Nobody will want you for any responsible position. Nobody will have any confidence in you, because every-

thing you do is a confession of your lack of creative ability; everything you do has the trade-mark of weakness upon it. You will pass in the community for a nobody. You will wonder why you are never selected by your neighbors for important positions, why you pass as one of the common herd, one of the crowd, instead of lifting up your head and leading. No one will suggest you for a leader in an emergency, because everybody will know you are only an echo yourself; that if ever you got into a hole you would have to be pulled out,— you could not pull anybody else out.

DON'T BE AN IMITATOR

Don't be afraid to blaze a new path for yourself. Do not look for those which others have beaten — make one for yourself. Determine that whether you accomplish much or little in the world, it shall be original — your own. Do not think that because your plan or idea has no precedent, or because you are young and inexperienced, you will not get a hearing. Originality is at a premium. The man who has anything new to give to the world, if it has any practical value whatever, will be listened to with attention. The man

with a strong individuality, who dares to think his own thought, to originate his own methods, who is not afraid to step out from the crowd and be himself, not a copy of some one else, quickly receives recognition. Imitation always indicates a lack of creative power. The world is overstocked with chromos or imitations. Let yourself go. You grow by being original, never by copying.

"One of the great secrets of success, I believe," said Robert Bonner, the famous editor of the old *New York Ledger,* "is first to have a good thing, and then to advertise it so that the people can not help knowing that you have it."

All your ideas may not be good ones, but give them out, and the world will soon sift those that have any merit from those that are worthless.

Be yourself, listen to the voice within, not only in choosing your calling, but in your methods in following that calling. There is room for improvement in every profession, in every trade, in every business and occupation. The world wants the benefit of every man's thought. Every generation must go a step higher than the preceding one. This steady upward movement can only be sustained by

every man's developing the powers implanted in him by the Creator instead of trying to be a copy of his neighbor, or of his father or grandfather.

It is as foolish for one man to try to pattern himself after another as it would be for the violet to try to be like the rose, or the daisy to ape the sunflower. Every flower, every tree and shrub and plant has its appointed place and office. Nature has fully equipped each for its purpose. Every man is born to do a certain work. Nature has fully equipped him for that work. If he tries to copy some other man, to do some other man's work, he will be an abortion, a "misfit," a failure.

If you expect to pass for anything in your community, you must have character and individuality; if everything you do reminds people of somebody else, you will not amount to much. You will be classed with ten thousand others who are never heard from.

You can not have a personality, an individuality, without thinking. It is thinking, thinking, planning, planning, that gives individuality. The man who does not think imitates. It is not half as much work to follow somebody else as to think out an original plan of your own.

Mental vigor is gained, not by mere memorizing, not through teachers and professors, but by that mental self-help which utilizes knowledge as it is acquired. We grow in power by investigation, deep concentration, thinking, planning, and bringing about results without the assistance of others. One self-wrought problem will give more vigor than a thousand worked out for us. It is the constant stretching of the mind over large problems, over large models,— it is independent thought that increases mental power. Memorizing is a parrot's work; it does not bring much mentality into play; but to think along original lines, to investigate, to reach out into new fields, to reason independently, is to grow. Power should be the goal of all ambition. This can never be gained by imitating, leaning upon others, asking advice, or going on crutches.

THE MAN WHO HAS AN OPINION OF HIS OWN

Nobody respects a man whose opinions are made up from others, who gathers his convictions from others, who is but a reflection, an echo of somebody else. We do not ask that man what he thinks; we do not want his opin-

ion; we know it is not his own, it all belongs to others, and if we wanted their opinion we would go to them direct for it, and not get it in a diluted form through him.

We do not ask that a man should agree with us, we do not ask him to accept our opinions; we only demand that he stand for something in particular, that he have an opinion of some kind and that he stand by it with all the tenacity he can muster; then we begin to respect him, for we know he is made of the right stuff. He may be mistaken, he may be deluded, but if he has tenacity of purpose, if he has the courage of his convictions, we know he has the right ring. He is made of good metal. But if he wabbles, apologizes for his opinions, his religion or his politics, we immediately lose our respect for him. We can respect a man who believes with all his heart what we despise, but we give no man our respect or confidence who is not capable of an opinion of his own, and who is not ready to back it.

We have only contempt for the man who does not dare to show himself, to express his opinion until he knows yours, for fear he may run counter to it and offend you. There is something in human nature which despises a creature who lays claim to manhood, and does

not possess it, who pretends to be a man and yet does not dare to say his soul is his own.

There is something in everyone which loves the genuine, the true,— the man who has an opinion of his own and dares to assert it, who has a creed and dares to live it, who has a stand and dares to take it. The world will excuse a score of faults, will cover up weaknesses; but whatever a human being has or lacks, he must be a man capable of having convictions and the power to back them.

This is one reason why so many young people carry so little weight in the world. They are afraid of strong convictions; they do not dare to be too positive. They must trim a little, they put out " feelers " to see what you think, and whether you agree with them, before they dare to assert what they think, and their opinion is merely a modification of your own. They are trimmers, adapting themselves to meet the occasion, the emergency. You never know whether the opinion they hold to-day will be the one they will exhibit to some one else to-morrow or not.

YOUR FORTUNE IN YOURSELF

Your best opening is in yourself. As long as you think it is somewhere else, or in some

body else, you will be a failure. As long as you lean on others, as long as you think there is something coming to you from some dead uncle or some rich man's will, as long as you think your success is in the money your father will probably leave you, you will be a failure. Your opportunity is in yourself, wrapped up in your own personality, as surely as the possible oak is wrapped up in the acorn. Your success must be an evolution, an unfoldment; it is an expression of yourself. What others do for you is of little account, compared with what you do for yourself. You are your own fortune-builder.

Your success is in your own constitution, in your own purpose. Perhaps you are dreaming of the day when you can go where the great opportunities dwell. Perhaps you do not know that there are tens of thousands of young men in the big cities who never see any great opportunities. They are wandering about the streets and waiting at the employment offices for positions, but get none. Thousands of people live and die in New York, Chicago and other large centers, hunting for these opportunities and never finding them. They fail to realize that the secret of a great opening is in themselves. They do

not understand that the unusual chance is in the way they do the little things that come to them to do; that their position in the future depends upon the steps they are taking to-day; they do not stop to think that men who do great things do not leap into exalted positions at a bound. They forget that some of the greatest achievements in the world's history have been accomplished in the most out-of-the-way places, amidst the most forbidding environment; that some of the world's greatest problems have been solved in the backwoods, in the wilderness, on the frontier.

Did ever any poor lad have less opportunity to amount to anything in the world than did young "Abe" Lincoln? There is scarcely a country boy in America to-day who has so poor a chance, such an adverse environment to overcome, as had this child of the wilderness. If you are made of the right stuff, you will overcome your environment, no matter how forbidding or how adverse, as he did. This is the test of ability, that you can surmount obstacles, rise above discouragement and conquer circumstances. No matter whether you are on the farm or in the workshop, whether you are in the remotest part of civilization, or in a crowded city, just make up your

mind that you were made to succeed. You may not be able to see any way out of your narrow environment at present; the future may look bare and dark, and your opportunities may be very limited, but do not lose heart; remember that you were made for some special purpose, that the Creator fashioned you wonderfully in order that you might do some certain thing better than anybody else, and that you are going to do it. The work you were intended to do may not yet be clear to you, but if you faithfully use every means in your power to improve yourself, and do not despise any opportunity, however slight, that may come to you, your success is assured. Your great chance will come to you, no matter where you are.

CHAPTER XV

A CAREER THAT REQUIRES COURAGE

Thousands of young men fail to get on in the world because they are timid. They do not dare to reach out, to step out of the crowd, to think and act for themselves. They are barred from almost any possibility of great success in life by their ingrained, utter horror of making mistakes. They study every situation with such minuteness, they weigh every possible phase of it with such care, and spend so much time trying to make a "dead-sure thing" of whatever they undertake, that they never get anywhere. Before they make up their mind to start up the machinery, the water has gone through the sluiceway and is lost for ever. Opportunity does not wait around for weeks and months of deliberation. It comes quickly, and must be seized firmly and grasped with vigor and determination, or it will soon be out of reach.

Timid people nearly always lack the power of initiative, the vigor of self-assertion; they

are deficient in aggressiveness. They do not know how to project themselves; they simply stay where they are, hoping for something to come to them; but success never comes to anybody. It must always be pursued with vigor, with determination, with certainty.

Success flees before the wabbler, the dawdler, the idler, the uncertain. It is never overtaken by the hesitator, the man who distrusts himself, the nerveless, the spineless. It is only the few strong, vigorous, energetic, masterly souls that overtake it. The man who is to achieve results will undertake a task with energy and determination, and push things with boldness.

There is little room for the timid man today. There is no great future in this land of opportunity for him. The world has little use for the man who is afraid, who hesitates, who trembles for fear he will make a mistake. The young man who is not willing to take chances will not get very far in this world, will never be a leader. Leaders are made of sterner stuff.

If you wait until you have disposed of all doubts, until the path to your goal is clear of obstacles, you will never reach worthy results. You can never argue the doubt out of a good,

though untried, proposition. There must be in the blood, boldness which dares, which risks without whining or regretting, whatever the results.

Caution and prudence are excellent qualities, but when they are over-exercised, they strangle aggressiveness, ruin confidence, and may even paralyze one's ability to get ahead by utilizing opportunities.

I have in mind a most estimable young man, who, by hard work for years, has managed to save a few thousand dollars. He is extremely ambitious and anxious to succeed in a large way, and is always looking for opportunities, but his bump of caution is so large, and he deliberates and figures so long for absolute certainties before he dares to venture, that he will probably never reach the high success which people have predicted for him. In his halting consideration he has almost lost his power of initiative. He is always looking for arguments on the uncertain side, trying to bolster up his doubts, so that his confidence and his faculties for deciding have become almost destroyed.

While I do not advocate recklessness, I do wish to caution every young man against this paralyzing habit of for ever considering,

weighing, balancing chances — refusing to move unless you find certainties. If you wish to get on in the world, you should cultivate rugged courage, boldness, though not to the point of rashness.

An attitude of boldness increases real courage. The very habit of depending upon yourself with the utmost confidence to back up any undertaking you may decide upon, to pull yourself out of any difficulties you may get into, greatly strengthens purpose, and buttresses character. Learn to trust yourself, to rely absolutely upon your ability to be equal to any occasion. Determine that whatever you undertake, after relying upon your best judgment, you will pull through, no matter how difficult it may be. This is the way strong characters are made,— by taking whatever risks are legitimate and necessary and then forcing oneself to execute the decision.

The man that vacillates, the timid man, never develops any strength of character. He can never be depended on, or trusted with anything important, no matter how honest he may be. No man ever advances very far without following up his convictions with all the force he can muster. Even an honest mistake made — with a vigorous determination to do the

thing undertaken,— will increase the power to do it, and lessen the chance for another error.

The lives of nearly all great men now living have been full of mistakes, but they have had the vigor and sense to rise above them, to learn from them, and thus to develop power which timid men, always looking for "sure things," never have. It is a thousand times better to fail than never to attempt anything. A great effort is always a success, no matter if it results in apparent failure. Supposing you do fail, now and then, the reputation which you get for courage in attempting, for promptness in execution, for being able to recover yourself quickly after a fall, may be of incalculable help to you in after life. Everybody knows that such a man has achievement in him; he is made of the proper stuff.

Timidity is responsible for a great many failures, and it conceals an enormous amount of real talent and real genius. Timid men simply dread responsibility, even when conscious of ability far superior to that which they are exercising in their present situations. Thus they lack the power of decision in adopting a business, or extending one, or making a change. They deliberate and think the matter over, and wonder what they would do if

they should happen to fail. They weigh and ponder until they lose the power of choice. Not daring to trust themselves, they worry along in the same old rut, hoping, waiting for something to turn up which will compel a decision.

A great many able young men are held in inferior positions a long time, perhaps all their lives, because they are timid and shrinking. In every great concern there are employees who are infinitely superior to the men above them, but who are held back by lack of self-confidence and fear of responsibility. They are conscious of ability to do something better, but they are afraid to take a risk. They are afraid to branch out, and being advised to let well-enough alone, and to remain where they are, they finally get rooted and never change.

Men fail to make the marked success which their ability promises because they are over-cautious. The writer is acquainted with a young man of this kind who has a most excellent character, and has had good training, but he is so afraid of making a mistake, he dares not venture. He has weighed, considered, and balanced so long that he has become over-cautious and timid. Hence, instead of managing a business of his own, which he is per-

fectly capable of doing, he works along on a small salary, saving a little every year, but never daring to start out for himself. The result is that with the exception of a few more thousand dollars saved, he is just where he was a dozen years ago.

The habit of hesitating, of figuring too long upon a proposition before venturing, begets a habit of indecision, makes a man lose confidence in himself, and tends to cripple his executive ability.

The young man I have referred to has evidently seriously injured his executive faculties by forcing himself to spend years in petty details, and seriously crippled his ability to do things in a large way. The result is that he is not as capable of independent management to-day as he was years ago. He has become over-cautious, and does not dare to take up any new thing without consulting all his friends. This loss of confidence in his power to act independently has naturally destroyed or greatly lessened the confidence of others in him.

Our reputation for ability to achieve results rests largely with ourselves. The quality of our own thought is quickly communicated to those about us. Our dominant thought is

radiated from us all the time, and what we think of ourselves is the estimate that others naturally put upon us. We can not expect anybody else to believe we are capable of doing great things when we do not believe it ourselves. We can not expect others to employ us to carry out important projects when we have to consult every Tom, Dick and Harry before we dare to venture upon any little business for ourselves.

Do not be afraid of making mistakes. It is a thousand times better to make a few mistakes than to destroy your self-confidence, to ruin your ability to do great things, by for ever hesitating, deliberating, doubting, or consulting others. Do something, and do it with energy and vigor. If you make a mistake, make the best of it; if you fall, get up and start again with greater determination than ever.

DELICATELY-REARED GIRLS

There are a great many delicately-reared girls who are refined and educated, and who are conscious of having much more ability than other girls of coarser natures, who push themselves forward and get good positions; but they are timid. Their refinement and cul-

ture make the very thought of pushing their way and trying to force themselves into positions repugnant to them. Their natures shrink from the very thought of self-advancement, because it seems to them almost unladylike. It seems to them to be the very opposite of the delicacy which belongs to the well-bred. It seems to them bad form for an educated and refined person of real merit to be always on the lookout for the main chance, to be pushing herself for recognition.

The result is that thousands of cultured, well-educated, well-bred young ladies, who are really ambitious to get ahead, remain in the background and are pushed aside by the more aggressive, coarser natures, who have rhinoceros skins, who are not troubled with criticism, and are not dazed by the cold glare and stare of the practical, commercial world.

The best-trained minds are often the most timid. There is a great deal of philosophy in the saying that "he who knows nothing, fears nothing." Getting an education is like entering a flaring funnel by the small end. The farther a man goes, the broader the outlook, the wider the horizon; and the more he sees that he does not know, the smaller and more insignificant he feels himself.

We know great scholars who come very near being girdled about by universal knowledge, and yet they are as shrinking as young girls. Modest and retiring, the very thought of pushing themselves into recognition is so repugnant as to cause them infinite pain. They are conscious of merit and knowledge superior to many others who push ahead; but the very idea of being aggressive with their qualities, advertising their own virtues, is unspeakably repugnant to them. Their merit must be recognized and sought out, or they must remain in the quiet seclusion of their studies.

So it happens that the coarser natures are more aggressive, because they are not pained by overmodesty. Their delicacy of feeling is not outraged as in the more tenderly reared, the finer cultured.

Thousands of girls and women know very well that they ought to have more salary and better positions, but they do not dare to ask for their just dues. Unfortunately, many of them have others depending upon them, and they do not dare to take the chance of losing their positions. Many of them remain years and years on the same salary, even when they know that their increased experience has made

them more valuable. They are afraid to ask for what they know they ought to have.

Small, mean employers like to have girls and women work for them, because it is easier to keep down their wages than men's. If they are ambitious to rise, they do not dare to be so aggressive and demonstrative. Employers know it is not so easy for women to get situations, especially if they have others depending upon them. I have heard employers brag that girls were working for them who were worth a great deal more than they were paying, but that they did not have to pay girls what they were worth.

It is a great mistake for employees always to be asking for more salary, or for promotion, and very often they injure their own cause, because their employer gets tired of these constant demands. On the other hand, they should take a careful inventory of themselves, know what they are capable of, and act accordingly.

SENSITIVE NATURES

Shrinking timidity usually accompanies very sensitive natures, and often goes with a great deal of false pride and vanity.

I know how to sympathize with these timid young people, because I have suffered unutterable pain myself from the same cause for years and years. I read every sketch of successful men or women I could get hold of. I wondered how they managed to get ahead so fast, and I rather felt that they were destined to do the things; that the Napoleons, the Lincolns, and the Grants were somehow predestined for the things they did. I saw young men all around me pushing to the front, and I felt the influence, the yearning to do something myself, but there seemed to be an invisible something, a sort of fate, which kept me from advancing. I could not muster up enough courage or self-assertion to get a start.

I have known ambitious but timid young people to sit as dumb as lobsters during the discussion of a question in which they were immensely interested, simply because they did not dare to open their mouths. These people seem to have a perfect horror of anything which looks like publicity or self-assertion. The mere sound of their own voice, if they should get on their feet to make a motion or to speak in a public gathering, would frighten them.

The writer went through this experience for

years, attending meetings and debating clubs, and never daring to say his soul was his own, although he fairly ached to get up and say something; and at last when he resolved to do so, he was almost paralyzed at the thought of getting on his feet and attracting the attention of the crowd. The first time he rose, the room grew dark, and he became almost unconscious with fear; a horror ran through his veins that prevented his saying anything.

I know of a man who is such a sufferer from timidity that he has never been able to assert himself, has never been able to use his ability to advantage. Like many other boys, he was left an orphan very early, and sent out to hunt work. He was not only worked nearly to death, but was also kept in such an atmosphere of fear and dread that he has never been able to shake off the handicap. He was whipped severely for the slightest offense, was always kept in the background, was obliged to eat in the kitchen when there was company in the house, and never allowed any individuality or independence. He was domineered over by the children of the families where he lived, and became so timid that he would often cross the road in the country rather than meet people. This boy was conscious that he had

ability, but he was crushed and suppressed and kept in the background so many years, that when he came to manhood, he felt there was something lacking in his life, that he had lost his natural buoyancy, that his spontaneity and enthusiasm were frozen out of him. He had lost confidence in himself. The result has been that his whole mature life has been a perpetual fight to overcome this timidity, this inclination to sit in the background and keep away from people. He has never been able to take advantage of his opportunities as he would have been, but for this frightful nightmare of fear, which has hung over his whole life.

It is the bold, courageous, even audacious fellow that keeps his position level with his ability and often higher. Every now and then we are surprised at the tremendous strides or advancement some young man has made from an inferior to a very superior position, without taking the intermediate steps. It is always one of the pushing type, never the modest, timid, but worthy young man.

I do not advocate the substitution of cheek or nerve for fitness, but a man should have confidence enough in himself to keep his position up to what he is able to do.

An employer has almost contempt for a man who does not believe in himself, who does not care to assert his rights, for it is evidence of weakness. The average employer likes manliness and womanliness, even though its exercise may not be to his interest. He likes the employee who dares assert himself, because it is an indication of courage, and he hates cowardice. He despises the man who does not dare to say his soul is his own.

So don't be afraid to push ahead. Do not be afraid of a little risk. After you have given reasonable consideration to the thing you wish to undertake, plunge into it. The great business concerns of to-day would never have existed had the originators waited for certainties before they acted.

Edward Bok, editor of the *Ladies' Home Journal,* says that that great publication has been built upon years and years of mistakes; that many of the experiments and plans tried were failures. The same is true of many of the other great magazines and newspapers.

Our greatest achievements in invention, in engineering, in every line, those that make up modern civilization and conveniences, have been brought about by men who dared to take risks. If there is no boldness in your blood, if

you are tame in your courage, if you hesitate in your undertaking, if you wait for certainties, don't expect to get beyond mediocrity.

The great object in life, after all, is the development of character, of stamina, of power to begin things, and to finish them. The power of accomplishment is developed only by perpetual effort under the leadership of courage and bold self-trust.

CHAPTER XVI

A CAREER THAT CALLS OUT ENERGY AND ENTHUSIASM

Brains without energy are like a ship magnificently equipped, but without engines, or like a fine train of cars without a locomotive.

Even ordinary ability, coupled with energy and great industry, will accomplish infinitely more than genius without force. What is so much a handicap as indolence, indifference? No matter what talents a man may possess, if he has no motive power they are futile. "Talent," says a great Italian actress, "is ability to live strenuously, to study, to read, to think, to apply yourself with energy." Talent without power to use it is not in reality talent, but a negative quality.

It is astonishing what men with mediocre brains have accomplished. They have been upheld by an unbounded determination. It is perpetual hammering away, constant effort, everlastingly keeping at it, that does the trick.

You may be sure that people who are always complaining of their environment, of the conditions which surround them, for the evident purpose of excusing their inaction, are not organized for success. They lack something, and that something, as a rule, is an inclination to do downright, persistent hard work. They are better at finding excuses for their failure than at anything else.

The man who expects to get on in the world can not do it with a half-heart, but must grasp his opportunity with vigor, and fling himself with all his might into his vocation. No young man can flirt with the Goddess of Success and succeed. If he does not mean business, he will quickly be jilted.

In this electrical age of sharp competition, no young man can hope to get on who does not throw his whole soul into what he is doing. Great achievement is won by doing, doing, doing, and doing over again; by repeating, repeating, repeating, and repeating over again; by finding one's bent and sticking to that line of work early and late, year in and year out, persistently, and determinedly.

There is no half-way about it. No one can succeed by taking hold of his occupation with his finger-tips. He must grasp the situation

with all the vigor of his being, with all the energy he can muster, and stick and hang and dig and save: this is the cost of any worthy achievement, and there is no lower price. There are no bargains on the success-counter. There is but one price,— take it or leave it. You simply waste your time if you banter.

What a pitiable sight it is to see a strong, vigorous, well-educated young man, in this age of opportunity such as the world never saw before, sitting around wasting his precious years, throwing away golden opportunities, simply because he does not happen to be placed just where he thinks the great chances are, or does not see an opportunity which is big enough to match his ambition or his ability.

It is a cruel, wicked sight to see our wealthy young men squandering the hard-earned fortunes of their fathers in vicious living; but what shall we say of a vigorous youth with giant energies, and good education, who folds his arms and refuses to seize the golden opportunities all about him?

Bishop Spaulding, in a recent address, said: " Success lies in never tiring of doing, in repeating, and never ceasing to repeat; in toiling, in waiting, in bearing, and in observing; in watching and experimenting, in falling

back on oneself by reflection, turning the thought over and over, round and about the mind and vision, acting again and again upon it,— this is the law of growth. The secret is to do, to do now; not to look away at all."

That is the great illusion and delusion,— that we look away to what life will be to us in ten years or in twenty years; we look to other surroundings. The surrounding is nothing, the environment is nothing; or, in other words, it is not possible to work except in the actual environment. If you do not work where you are, where will you work? If you do not work now, when will you work? There is nothing for us but here and now.

Prosperity is never the test of character. Even timid and weak people can be courageous under prosperity. Any kind of sailor can guide a ship in fair weather; but it takes a veteran to cope with the tempest. Almost anybody can be cheerful, hopeful and courageous when everything goes smoothly, when everything is prosperous. But the real test of sailorship comes with the storm; the real test of character is seen in a crisis. No man can show his real mettle until things go against him. When his property is swept away from him by fire, panic or flood, when losses and mis-

fortunes of all kinds attack him, and even when health forsakes him, then will come the test of his mettle as the tempest tests the quality of the timber in a ship, whether of pine or stalwart oak. We never know what is in a man until an emergency overtakes him, until reverses come to him which would overwhelm the ordinary soul. It is the man who keeps at it when others stop, it is the man who never says die, who never cries enough, that is made of the material that wins.

We have seen young ladies reared in the lap of luxury, who never earned a dollar in their lives, and who were not supposed to know how to do anything, when confronted by a great emergency in which the father's business has been wrecked, the home swept away, and, perhaps, the father himself dead or disabled, when the problem of making a living for a mother, and perhaps the entire family, stared them in the face,— when such trials came, they summoned strength equal to the emergency. Qualities which no one ever dreamed they possessed were brought out by this crisis; strength of character and purpose, which even their intimate friends never dreamed they had, was unfolded and came to their rescue, and all at once they were women of power, of

strength. No ordinary demand could have brought out this latent power. It was only when want stared the family in the face, when every other resource had been swept away, that they discovered their real selves.

The same thing has often been found true of a boy of wealthy parents, who was considered almost worthless, who never did anything in his life but hunt for pleasure. When some great calamity overtook the family and want stared them in the face, this boy has come to himself for the first time and developed a power that surprised everybody.

But this is not always true. What is not in the boy or the girl can never be brought out by any emergency, however great; but a great many people have latent power, mighty reserves of character which they never dream of unless confronted by an emergency great enough to shake them to the very center of their being.

In the discussion of this present-day problem, employers are often criticized for cruel discrimination against worthy people. Employers pay for service, and wish the best article they can get for their money. Whoever can best advance an employer's interests and business is an ideal employee. People at the

head of large establishments are necessarily progressive, and they expect up-to-date methods. Whoever can aid in this progress is welcomed; whoever retards it must be sacrificed, whether he be seeking employment, or be already on the salary-roll. Employers are looking for energy, enterprise, freshness of mind, and alertness for new ideas. Fertility of resource counts everywhere. People are willing to make allowance for crudeness and lack of experience, if there is originality.

Youthful enthusiasts will work harder and think more, while struggling to get to the front, than those of more mature years. After a man has gained the prize, or even a part of it, he is apt to lose his zest. He may have more strength and more reserve than in youth, but this does not compensate, in the estimation of many employers, for the lifting power of a young life, the buoyancy of young blood, the energy of a new ambition. It is during the aspiring years, when ambition throbs in every drop of the young blood, before enthusiasm has evaporated, and when all the faculties have an upward tendency, that men create and produce most.

No one wants to employ any one without energy, life, or enterprise, purely from sym-

pathy. Every one is looking for the force that does things,— the power which moves business with vigor. Every employer knows that enthusiasm is an important attribute in an employee, and if the applicant for a position shows that he has banked his fire, or let it go out, he can not expect a situation. It takes live steam to move machinery; it can not be done with the "exhaust."

Some time ago I visited the Cambridge Glass Works. Up one flight, I came to the glass cutters. There I heard the hum of happy labor. The skilled workman, prompt of eye and with every finger-muscle trained, was cutting the glass at his swift lathe; and letters, figures, fruit, delicate tracery and various decorations were forming to the music of his machinery and work, appearing as by magic on the previously plain glass. Who would not play that way, all day, every day, for five dollars a day?

A prime joy of life, a steady pleasure from day to day, is to have one's occupation, which usually covers almost half of man's time in the world, a source of gladness and zest, and not mere drudgery.

A congenial occupation is a perpetual joy; he who has one walks all his days in a sunny

avenue; he who is doomed to an unsatisfactory pursuit travels a gloomy road.

Whatever joys you plan for in youth, try to secure, by all means of information possible, a knowledge not only of what you are most pleased to do, but of what will be your highest joy to fit yourself to do.

Do not rest till you have this joy-giving occupation. It is better to change a dozen times than to be discontented with your final and lasting vocation.

CHAPTER XVII

A LIFE EMPLOYMENT THAT CALLS FOR HARD WORK AND OVERCOMING OBSTACLES

The only achievement which will ever give you great satisfaction will be that which comes from conquering your own place in the world. That which is done for you will not make you grow. It is what you do yourself that counts. Your real achievement will be measured by the obstacles you have to overcome.

MASTERING AN UNCONGENIAL OCCUPATION

I often receive letters from men and women in middle life, who feel dissatisfied with the kind of work they are engaged in, with no possibility of changing their occupation at their time of life.

We realize to the full how trying such conditions must be; and yet, even for those so unfortunately situated, there is light in the present and hope and encouragement in the future, if they will only take heart and resolve to perform cheerfully and to the best of their

ability the duties of the position in which inexorable circumstances may have placed them.

If you find yourself in a misfit occupation, by which you are able to earn the income necessary to support those dependent upon you, and feel that there is no possibility of changing without inflicting serious suffering on those dear to you, the only thing for you to do is to resolve firmly to make the best of the situation, and, like the oyster, which can not expel the grain of sand which has entered its shell, cover it with pearl and make it as beautiful as possible. We know men and women who have so thoroughly mastered uncongenial surroundings that they have really been very successful in their work, in spite of the unfavorable circumstances. A brave, strong resolution to make the best of our environment, whatever it may be, often works wonders.

If you find yourself irrevocably tied to an occupation for which you have no liking, and have been slighting your work because it was uncongenial, resolve now that you will do so no longer. Make up your mind to do everything intrusted to you, no matter how trivial it may seem, as well as it can be done. Not only do it well, but do it cheerfully. Make a firm resolution that you will not be unhappy or

be the cause of unhappiness in others, simply because you think you are not doing what you are best adapted to. It is barely possible, too, that you may have made a mistake in your estimate of your own powers.

But, however that may be, your duty is now clear: no matter how distasteful or disagreeable the work you are compelled to do, provided it is in itself honest and honorable, you should throw yourself into it with all your might. Put yourself under stern and rigid discipline each day; be true to your best instincts and faithful to the daily task imposed upon you; be animated with the high purpose of pleasing God rather than yourself, and it may be that the cultivation of this higher and nobler spirit will attract to you opportunities of bettering your condition which otherwise would never have opened to you. This, of course, is only a bare possibility; but, by coming up to this higher plane, by refusing to allow your spirit to be fettered by an accident of circumstances, your environment will actually be transformed.

"No power on earth," said Lydia Maria Child, "can prevent my soul from holding converse with the angels, even though with my hands I feed pigs." If you do your work in

this spirit, you will not only be happy yourself, but, even as the spotless lily draws its sustenance from the dark, unsightly mud, and sheds beauty and fragrance all around, you will diffuse sunshine and happiness wherever you are.

Some of the noblest characters in the world's history have been evolved amid the most unfortunate and uncongenial surroundings. If you can not attain fame or distinction according to the world's estimate, you can at least build up a beautiful and symmetrical character, and this constitutes the greatest success to which the most learned and most highly cultured can attain.

IF THEY DO NOT FIND IT TOO DIFFICULT

When Grant planned his great campaigns he did not say to himself, " I will do this thing if it is not too hard. I will enter Richmond if it is possible, if the rivers are not impassable or the obstacles not insurmountable." No, Richmond was his objective point. He fixed his determination upon that and resolved to plant the Stars and Stripes in the Confederate capital, no matter how hard it might be or how long it might take. There was no devia-

tion, no reservation, no doubt or interrogation in his mind. That thing could be and should be done. That was the resolution of a mighty will which took no back tracks.

Young people to-day often start out to reach the goal of their ambition if they do not find it too difficult. They think they will go as far as they can, and they can at least stop when they can not go any farther. But this kind of resolution never reaches the goal. Every vocation is full of thorns and he who hunts for the roses and ignores the thorns will never get very far.

Look at our successful business men to-day. Like the soldiers of a hundred battles, they bear the scars of innumerable encounters with obstacles. Many of them have been through failure after failure, but have gone on with greater determination than ever.

The habit of stopping when the load goes hard, of growing discouraged and giving up, demoralizes character, weakens manhood, ruins reputation. Everybody likes the stayer, the sticker, the man who stays by his proposition to the bitter end; the man who never quits, the man who has tenacity of purpose, who can grip his aim with an iron grasp and follow it through thick and thin.

When you have set your teeth firmly and have said, "I will do this thing no matter how long it takes and no matter what obstacles confront me," when you are convinced that you are right, never unsay it,— stand by it, talk it, think it, live it.

Everybody likes the stayer, but we all despise the quitter, the doubter, the weak-kneed man who can not stand erect without being propped up.

Everywhere we see young people who are too irresolute to fight to a finish. Nothing is more pitiable than to see young men, strong, vigorous, well-educated, in this land of chance, lying down just this side of success, giving up when the load goes hard, stopping just as they strike an obstacle. They are courageous until they confront difficulties.

There is no future for the timid soul. Grit is the final test of ability, the final test of the achiever. If a man can not hang on, if he is going to give up just as soon as difficulty confronts him, he will never get anything in the world.

No matter what difficulties confront you, or how hard the load goes, stand fast, push hard, stick, but don't give up.

If there is anything sublime in the world, it

is a young man facing the great emergency, the crisis in his life, when it takes every bit of courage, determination, every particle of grit to resist the temptation to turn back, to give up. The courageous spirit faces his problem, steps forward, even though in the dark, with redoubled determination, because he is buttressed on every side by a mighty reserve of character which he has been storing up all through his life. He is not afraid of misfortune; obstacles have no terror for him; circumstances do not deter him; doubt does not shake his confidence in himself or jar his resolution to go on.

CHAPTER XVIII

A CAREER THAT COMPELS THE CONCENTRATION OF THOUGHT AND ENERGY

It is a rare mind which can concentrate all the life forces continuously, persistently, upon a career, and nothing can withstand such power, such concentration.

It is only by focusing all your powers that you can do great things. This is the secret of achievement, of the power of accomplishment. You must bring a whole man to everything you do. A diverted mind, scattered thought, and divided attention can never accomplish anything of note.

He indeed is the happy man whose career is such that it calls for the loyal service of all his faculties. If a man lacks definite plans, if he does not work by a program, his head is full of odds and ends of ideas; whereas a man, with an orderly and systematic mind and well-defined purpose in life, takes up one thing at a time and flings his whole energy into it, not allowing himself to be distracted by a

thousand other things that he could possibly do.

Thoughts are forces,— not mere images, but positive forces,— and when directed as one might direct the force of a stream of electricity, they accomplish great results. The habit of concentrating the thoughts upon the chosen lifework, firmly and steadily, carries a man through great emergencies with ease and power, where otherwise he would waver, wabble, and perhaps break. It does not matter how much mental power he may have, if he can not bring it to bear effectively upon his task, he might as well not possess it.

Do not think that because you have naturally a good mind that you are sure to succeed. It is easy enough to ruin it. A good mind may be demoralized in a hundred ways. Light reading, flippant pursuits, listlessness, dawdling, idling, slouching, laziness, may ruin the best of minds. Many a good mind is ruined by aimless, slipshod thinking, mind-jumping, skipping from one thought to another, never developing continuity or sustained thought. Never holding one idea long enough to concentrate the whole power of the mind upon it develops a superficial, slipshod habit of thinking and prevents that powerful focus-

ing of the thought which is the foundation of great achievement. The mind-wanderer, the hop-skip-and-jump thinker, bobbing about from one thing to another, never accomplishes anything worth while.

One of the reasons why so many people fail to get on is because they never learned to focus their minds vigorously and continuously upon their task. They never developed the power to hold the mind to one thing long enough to achieve results. No one thing will so strengthen the mind and support and buttress the faculties as continued and powerful concentration of thought. It is a great art to be able to hold the mind at will and to sustain it for a long time upon one thing.

Focusing the mind vigorously and persistently upon the thing in hand, so that there shall be no reservation, discord, or lack of consent in any of the faculties, multiplies creative power tremendously, and makes an individual practically irresistible in his specialty. There is something in the strong and vigorous binding together of one's dominant qualities which seems to strengthen the weaker, bring them into line and gain their coöperation for the one unwavering aim, so that the entire man comes into harmony with his life-purpose.

There is no more reason why the mind should be allowed to drift about and think upon any subject that happens along, than that we should pick out our friends upon the street by selecting the first persons that we meet.

Practise mental concentration in everything you do, and you will be surprised at your development of new powers. Everybody who knows you will marvel at your achievement. It is not enough to be able to concentrate the mind by force of will. You should form the habit of concentration without conscious effort, upon whatever you attempt. This spontaneous focusing of the mind, with energy, is of untold value to the man that would get on, for it relieves the will of holding the mind to the work in hand by force; and after it becomes a habit it is a tremendous power for achievement, for it is always ready for business.

A man grows most when his whole being is concentrated upon a noble aim, when he is a whole man at everything he attempts. Many people fail because they bring only a part of themselves to their task. Perhaps a man's mind may be wandering all over creation, while he is working mechanically, like an automaton,

Such a man never accomplishes anything. It is the man who has learned the art of marshaling his powers and flinging the united force upon the thing in hand who wins.

Most of us do not proportion our lives aright. We do not use good horse-sense in planning and preparing for our careers.

"The youth gets together his materials," says Thoreau, "to build a bridge to the moon, or perchance a palace or temple on the earth, and, at length, the middle-aged man concludes to build a woodshed with them." Some people spend a large part of their lives getting together material for a building which they never build. They are all foundation; they have no superstructure. Others rush to the opposite extreme and try to erect a tall superstructure on a flimsy foundation. They are all superstructure, they have no foundation.

One boy goes to college, takes a post-graduate course, and spends a great many precious years accumulating abstract knowledge, which he never uses. He becomes an expert in piling up facts and theories, but his practical faculties shrivel in the process. The result is that he comes to the actual work of his career loaded with a mass of unassimilated information on all possible subjects, without the abil-

ity to marshal all he knows concerning his specialty effectively on that one point. He can not concentrate because he has too much unrelated material on hand.

Another boy goes to the opposite extreme. He does not believe in a college education. He leaves school even before he is well-grounded in elementary principles. He thinks that time spent in preparation for his life-work is time lost, and that his mother-wit and native ability will stand him in better stead than any amount of theoretical academic schooling. And what is the result? He finds himself continually handicapped by his lack of mental training. His powers of application and concentration are painfully deficient. He tries to rear a successful career without a foundation, and, as a matter of course, fails.

One loses his chance to do good work in the world because he spends too long a time in preparation, because he is overloaded with material. The other fails to accomplish anything because he did not take time to prepare, because he has not enough material to work with.

Living under a continual state of high pressure, as we do in America, there is far greater danger of our young men failing from lack of proper preparation for their life-work than

from overcarefulness in laying foundations. There is a happy mean to be observed in this, as in all other matters, but, with our vaulting native ambition, it is safe to urge upon every youth the importance of spending ample time in preparation for his career. The material for the foundation of our life-structure must be the best we can possibly afford.

SPECIALISTS TO THE FRONT

The words of John G. Myers, of Albany, a self-made millionaire merchant, will apply to every business and profession.

"The keynote of success, as I have found in my career, and as I think every man who has built up a big business has discovered," says Mr. Myers, "is founded upon expert knowledge and application. If I had to begin business over again and were offered a choice of big capital and no knowledge of the business, or small capital and an expert knowledge, I should unhesitatingly choose the latter."

Almost any successful professional or business man to-day will tell you that if he were going to start over again, he would take up a specialty early and stick to it. The time has gone by when a young man can hope to make

a very great success along general lines. He must take up a specialty. The day of the jack-at-all-trades will never again return. Even the specialties, which only a few years ago were considered too narrow to afford anything like an adequate career, are now being subdivided, because they are so broad that even a life-study is not sufficient to encompass the field. It has been told as a joke that a famous entomologist on his death-bed warned his son against attempting too wide scientific research. The dying man said he had unwisely tried to learn all about beetles, when he should have confined his efforts to horned beetles. Such narrow limits seem to the lay mind ridiculous, but to-day the scientific world is full of men devoting themselves almost entirely to one species of animal, to one genus of plant, or to some special problem in astronomy, physics, or chemistry.

Not many years ago eye specialists, except in large centers, were obliged to practise more or less along general lines, that is, to combine eye, ear, nose, and throat practice, in order to have a field broad enough to make a livelihood. Now one hears of refractionists, cataract specialists, and many other specialists, even among the oculists.

Physicians who made a specialty of bacteriology a few years ago were laughed at by many regular practitioners, but, to-day, even this specialty is being subdivided as being too broad, too comprehensive.

Law is becoming such a broad field that no man living could begin to keep informed on law literature, to say nothing of hoping to make a great success in general practice. The lawyer, to-day, who hopes for distinction in any marked degree, is compelled to go into a specialty, as real-estate law, corporation law, or criminal law.

If, then, a specialty, even in some particular branch of business is necessary, it is certainly useless to try several unrelated businesses or professions in the hope of getting far in any one.

A tremendous amount of energy and many precious years are wasted by most of us in trying many things which do not work together along any special line. We practically throw away valuable experience. We do not give our tree time to get rooted, before we transplant it to foreign soil, where, the chances are, it will wither and die.

Few of us realize the value of power of reserves, and there is no reserve power like that

of experience. It is, therefore, of the greatest importance that a youth should be able to let his experience, as far as possible, bear directly along the line of his career.

Years of experience along a particular line give a tremendous momentum, whereas, boys and young men who flit from one thing to another, being now clerks, now bookkeepers, doing general office-work for a year or two, acting as floor-walker for a while, dividing up experience, do not gain this accumulation of force.

If you would exert a great influence in the world, you must have a mighty momentum, and this can only be gained by conserving your experience along the line of your career. Experience is like a snow-ball started in soft snow on a mountain side, which grows larger and larger until it becomes an avalanche of power.

CHAPTER XIX

THE TEST OF LEADERSHIP

It is as impossible to analyze a leader and to get at the secret of his power as it is to analyze a rose and get the secret of its beauty and the source of its fragrance.

After we separate the petals, the stamen, and get the botanical names and scientific terms for all the parts, the fragrance and beauty are still unaccounted for. We have a scientific analysis of the rose; but its fragrance has departed, its beauty vanished, and we are still left face to face with as great a mystery as when we began our analysis. We can set down some of the qualities of the leader, as tenacity of purpose, brilliancy of intellect, sagacity, acumen, tact, energy, and so on; but when we get through we are still in ignorance; there is still an undefinable, unexplainable something which makes people follow him and obey his every command implicitly, while they will not follow another man who has apparently the same qualities in equal prominence.

In fact, people who achieve great things never give up their secret, for they do not know it themselves. Grant and Lincoln were as unconscious of their greatness, and more surprised at it, than the public. They knew they were acting under sealed orders written in cipher in their blood, brain-cells and nerve-cells, a message which only the Creator knew in advance, and which was only revealed to them as they proceeded, as they obeyed their orders.

We do not know exactly what secret we hold. We only know that when we act in a certain way we feel that a mysterious something within us says, "Right, my son, go on!" and when we act in another way the voice says, "Wrong, my son, stop!" If we obey the voice, if we do our best, we find at the end of life we have achieved that which surprises us, but which has blessed the world. Though no man can read beforehand the sealed message placed in his hands at birth, yet, as fast as he interprets it by his acts, the scroll is further unrolled. To-day's program only is shown him, never to-morrow's.

The leader knows only that the people follow him, that he has power over men, that there is an unexplainable, indefinable something

about him which acts as a magnet to draw and to hold.

There is always one dominant quality in the leader, and that is positiveness. There is nothing negative or minus about him. Everything is plus, creative.

The moment the leader loses his confidence he communicates his doubt to his followers and they cease to follow. He must ever be confident, and his courage must amount to boldness, and, at times, even to audacity. There must be no wavering, balancing, or reconsidering. He must forge ahead or his followers will leave him. He can only lead by dominating the wills of others, by being master of the situation. The moment he shows weakness he is gone, and when confidence in a leader is once lost it can never be entirely restored. If people follow him after that, they follow with an interrogation point.

CONSCIOUSNESS OF POWER

It is a tremendous tonic to feel the consciousness of power to do superbly the thing you undertake, to express superiority in it. This consciousness of ability, this vigorous conviction that you are perfectly able to do your

work with power, with serenity, is necessary to the highest achievement. Confidence inspires, hope cheers; but doubt and uncertainty chill ambition, make what should have been a delight dry, dreary drudgery. Conviction, a sense of power, laughs at obstacles; but doubt, in sheer timidity, magnifies them to unsurmountable size. Confidence, serenity, and assurance are your best friends. Cultivate them. Cling to them.

If you have a poor opinion of yourself, if you think you do not amount to anything, that you can never do what others have done, that you have no breeding, or education, or culture, or opportunity such as others have, you will naturally regulate your conduct to your self-estimate. In fact, everything depends upon the estimate you place upon yourself. The world will naturally take you at your own rating; it is too busy to investigate to see if you have put too high a figure on yourself. If you have a lofty opinion of yourself, if you believe you were made for great things, if you feel conscious that there is high destiny written in your blood, you will be much more likely to act accordingly, and to project this good opinion of yourself into deeds that will count. But while you think down, and talk down, and

place a low estimate on yourself, you will naturally choose and act accordingly.

I know young men of real ability who have never amounted to much in the world because they were afraid they would put too high an estimate upon themselves. They could not bear the thought of thrusting themselves forward. They seemed to think that if they had merit, somehow, somebody would find it out and push them ahead. This is a sorry mistake. The world is too busy with its own affairs, everybody has as much as he can do to look after himself, without stopping to take hold of your hand to help you. If you ever get on, you must forge ahead yourself.

THE SLOPE OF THE MAN

At an agricultural fair, an old and uneducated farmer, with lots of horse-sense, was called upon to express his opinion upon the slope of land for raising a certain kind of fruit. In reply he said, "Well, I don't think the slope of the land has as much to do with it as the slope of the man." The man who has the right slope will succeed where others will fail. One will get rich out of scraps and waste which another throws away. One man

sees a fortune in bits of old iron, in cotton waste, leather chips, iron filings, in the crudest and most worn-out material, where another sees only useless rubbish.

Scores of men who owned land where Chicago now stands sold it for a song, and went farther west where they thought much greater opportunities were awaiting them. The Fields, the Potters, the Palmers, the Leiters, saw the Chicago of to-day and made millions. Surely, it is the slope of the man, not the slope of the land, that counts.

CHAPTER XX

NOT LARGE ENOUGH FOR GREAT PROPOSITIONS

Many young men, who are successful in a small way, totally fail when they undertake a large proposition, and they can not understand the reason. They think that because they did so well in a small business, they ought to be able to handle a large business; but they do not realize their natural limitations. One man, for example, succeeds remarkably well in a small business where he can look after all the details, where he can attend to everything himself; but when he reaches out into something larger, he strikes his limitations. He finds that he has not the ability to duplicate himself in others; he does not understand human nature well enough to surround himself with the proper lieutenants; and he lacks the power of mapping out a program on a large scale.

In other words, he gets beyond his depth when he undertakes a large business. He can not project himself by a complicated system. He has not the ability to choose heads for de-

partments and to hold them responsible. He thinks he must interfere with everybody's work. He demoralizes the discipline of the department managers. He can not comprehend a system which can run things from a private office. He must be on the spot himself, and he can run just what he can oversee with his own eyes, and no more. He does not know what to do after he gets beyond his former experience. His mind works in a narrow circle; when he gets beyond this, he is dazed. His mind does not act clearly. It is befogged. He lacks the ability to reach out beyond and grasp the principles of a large business with vigor. He is powerless to make great combinations; he is paralyzed and confused when he gets very far beyond his depth.

Every man should study his limitations, should take stock of himself, weigh himself, so that he will know to a grain how much he weighs, and to a hair's-breadth how much he measures, and never venture in beyond his depth.

Do not allow your ambition to run away with you. Common-sense must tether the ambition balloon to the earth, or it will fly off into space. The imagination is a good thing, but

we must not follow it at the expense of common-sense and good judgment.

TRYING TO WORK WITHOUT SYSTEM

One of the greatest hindrances to doing business or conducting any enterprise in a large way is a lack of method and order. A great many people who have lots of ability are not systematic in their work. They are spasmodic, irregular. They do not save the results of their work, and they do things over and over again from the lack of a practical system. These systemless people waste a tremendous amount of energy and time in doing things over and over again many times which might easily have been done correctly and finally at first. They spend lots of time looking up things. After they use them temporarily they keep no record of them, and the next time they want the same thing, they must look it up again. A worker should form the habit of keeping the result of his work, protecting it in order to save as much labor as possible.

We know people who never think of putting anything down, keep no notebook. If they want to call a person up by telephone, for example, they must look up his number every

time instead of jotting it down in a notebook. They do not keep addresses. In other words, these systemless workers are always obliged to look up again and again things which it would have taken only a few seconds to have preserved at the time, which would have saved an immense amount of time and bother in the future. The great majority of people have practically no system about anything. They live helter-skelter lives,— everything in a jumble. There is no order about anything. They live a haphazard existence,— is it any wonder that these people never get anywhere? These systemless people would be amazed if they could only look back over their lives and see how much time and energy they have wasted doing things over and over again, which they might have saved by a little forethought, care and system.

The shrewd, level-headed man saves the result of his labor just as much as possible in order that he may save his time and energy in the future for doing new things, not doing the old over and over again.

We know men who are hard workers, but they never know where anything is. Everything about them is in confusion. They are always looking for something. They never

file letters or papers, and every time they want anything they must search for it. They do not realize how much of their lives they have wasted hunting for things and doing work over and over again, which they might easily have avoided by a little system.

IF A MANAGER, DO NOT DO A CLERK'S WORK

No general is fit to lead an army who does the work of a private. No man is fit to conduct a great business who constantly busies himself with unimportant details. I have never known a man to succeed in a large way, that is, in an administrative way, who tied himself down to little things. If you are at the head of a large establishment, you must be a general, and not a private. You must attend to the essentials, the larger propositions, and leave the carrying out of details to those under you. An artist or a writer can not delegate his work to another, but the man who expects to lead in business enterprise must learn to multiply himself in others. That is, he must be able to call around him those who can do what he would do, provided it were possible for him to multiply himself many times.

The main wheel of an ordinary watch makes

only four revolutions in twenty-four hours, while the fifth, or escape wheel, makes nearly thirteen thousand in the same time. The manager or superintendent of a large business must be its main wheel. He can not afford to waste his energies attending to details which an ordinary clerk, a stenographer, can take care of. The small wheel must attend to the thousand and one little things, the details of the main work, else there will be confusion everywhere. If the main wheel attempts to make as many revolutions as the escape wheel, there can be no possibility of accomplishing the desired results.

Many a hard-working merchant has failed, only to see his business taken up and carried on successfully by one of his clerks, simply because he buried himself in detail, in doing the little things which properly belonged to the routine of his subordinates. I know men who started out in their careers with great promise, some of whom failed completely while others met with only mediocre success, because they would not trust others, or could not train them, to do the little things, to carry out their plans. They took care of all correspondence themselves and attended to every detail. In this way they used up all the energy they could

generate,— energy which should have gone into planning larger things, into making a general program for others to carry out. But the larger planning was never done, the program was never made, because they exhausted themselves in doing detail work.

I have in mind, at the moment, a man of fine natural ability, who has worked like a slave all his life, early and late. He is very energetic, a man of good habits and sound judgment, and yet he has only been able to build up an insignificant business, because instead of being the main wheel of his establishment, he tries to be both main wheel and escape wheel. He will not allow anybody to write a letter or attend to the slightest detail which he can possibly manage to do himself. He works late at night after his employees have gone home, and is in his office every morning hours before any one else comes in. In working along these narrow lines he has ruined a natural capacity for doing larger things. He has lost breadth and largeness of view. He is not a general in his business; he is only a private in the ranks. He is unable to look at his business as a whole, as a general looks at his army, because his mind is hampered with petty burdens and distracted from the larger things.

The moment you attempt to change places with those whom you hire to help you by doing their work you make a mistake. The mind which is constantly occupied in carrying out details becomes unfit for larger planning, or the conception of great enterprises. The man who would accomplish anything on a large scale in these times must be a planner of great things, not an executor of little things. He must save his energy for making programs instead of spending it in carrying them out. What if John Wanamaker or Marshall Field should attempt to attend to all the details of their business themselves,— look after correspondence, orders, the selling of goods? Would they be numbered to-day among the great merchant princes of the world? No, they would still be doing a trifling business instead of giving employment to thousands of people.

Do not say you are so tied down to the details of your work that it is impossible for you to find time to do the larger things which you know should be done. That is a confession of incompetence to manage your business. No young man with a future can afford to spend his time in doing that which those below him can do, because this not only saps his energy,

but handicaps his growth and unfits him for leadership.

THE STUFF OF WHICH LEADERS ARE MADE

Whatever else a leader lacks, he must be an organizer and know how to make successful combinations. Efficient leadership depends entirely upon a man's ability to multiply himself through others. The great leaders must not only lay plans which are practicable, but must also be able to call around them those who can carry out their orders efficiently and vigorously. The strength of leadership is measured very largely by the ability to profit by the work of others. As a rule, great leaders are not men of detail, but they must know what the details are, and be able to have them attended to with the utmost exactitude. A general can not do a private's duty. If he attempts it he will fail.

There is one quality which is never absent from the leader, and that is courage,— the courage which borders on audacity, which dares, regardless of circumstances. Force, aggressiveness, power of initiative and a strength of will that compels others to bend to his behests, are eminently characteristic of him. His personality completely dominates his as-

sociates and followers. It is said that Mr. J. Pierpont Morgan sometimes calls a meeting of his partners and opens and closes the proceedings after this fashion: "Gentlemen, I only wanted to tell you that I had decided to do so and so. The meeting is adjourned." While this is probably exaggerated, yet it illustrates the power of a commanding personality.

A leader always knows his own mind. He never wavers, hesitates or asks the advice of others. When he decides a thing, it is decided once for all. He is absolutely self-reliant, and has unbounded confidence in his own judgment. In this respect, he is the prototype of Mr. Morgan, of whom a broker once said, "I believe that his enemies respect him because he has a higher regard for his own judgment than for that of any other man."

There is nothing negative in the man who leads. Every quality is positive, constructive, creative. Some characters, in whatever company they may be, rise as naturally to leadership as smoke rises in the air. They are born leaders. But while it is true, in a general way, that the leader is born, not made, every man can cultivate the qualities of leadership.

CHAPTER XXI

GETTING ON WITH OTHER PEOPLE

Your knowledge of human nature, your aptitude at character reading and estimating, and your tact in getting along with people generally, are matters which you must consider in choosing your career. Some people seem naturally to antagonize other people. They can work well alone, but the moment they try to manage others, they are in hot water. Tact is a great success producer. It smoothes away and eases the jolts of life wonderfully. The tactful man has a great deal easier time than the man who is always doing the wrong thing, getting hold of the wrong handle of things,— the man who is ill-timed and out of harmony with those about him. The man with a great deal of tact and small ability will often accomplish a great deal more than the tactless genius.

Many a business man has come to grief because he could not read character, because he lacked the ability to see through men, to

weigh them accurately, to detect their real characters.

We often see men of great ability surrounded by well-meaning, educated people, who utterly lack a business turn of mind. They are not business getters, not business builders.

These employers are often misled by a man who talks well. They take it for granted that he must make a good head of a department because he uses good language, because he has been to college, when this may have nothing whatever to do with his qualifications.

This ability to penetrate character and to read men, to weigh their success values, their executive possibilities, is a great gift, and, if it is not natural, is very difficult to acquire.

Some men naturally trust everybody, and if a man tells them he can do this or that, they take it for granted he can. In other words, they lack the power of penetration, that searching judgment which goes through a man, which pierces the very marrow of his character and estimates his value and possibilities to them in their line of work. This is what counts.

Hundreds of men are groping along in mediocrity who have ability enough to be at the head of large concerns, if they only knew men, if they only knew how to read character

and estimate its business value. As it is, they struggle along in comparative obscurity, working hard themselves, but never able to make any great progress in the world because they lack the ability to read men and to surround themselves with those who will duplicate themselves and push their business.

Many a man makes the mistake of thinking that because he is a hard worker himself his business will be prosperous. A man with a good business head will achieve infinitely more, without ever lifting his finger to do anything personally, than another will accomplish who works like a slave all his life, but does not have the ability to lay out a program and get others to carry it out. The ability to choose men and place them to the best advantage,— this is the secret of large success in the business world.

A QUARRELSOME DISPOSITION

There are few things which will retard progress so much as a quarrelsome disposition, a tendency to pick flaws with everybody and everything, to cavil, to criticize, to find fault. The man who wants to argue everything with you rarely ever gets anywhere. He is an obstructionist. One of the sure signs of a small

mind, an indication of narrowness, is a tendency to be quarrelsome. We know people who are so full of angles that, no matter which way you go, you strike a sharp corner. They are like hedgehogs,— no matter which way you approach them, you go away with a quill in you, and you avoid them in the future. We have been in homes where a great deal of the time was spent by the husband and wife in adjusting things. There was always something to settle, some bone to pick, something which had not been disposed of before. It had to be taken up, argued pro and con, perhaps for hours, and the whole atmosphere of the home was made discordant and very disagreeable for everybody. This habit of always having something to adjust is ruination to a home.

The same is true in the business world. We know men who never seem quite to settle anything. They always want to take it up and argue it again with you. Instead of dropping the little misunderstanding and letting it die out, they will take it up again and again, and argue and argue until they make a mountain of it. This arguing tendency is an indication of a small mind. Large minds ride over the petty annoyances which trip up the small mind. They do not think it worth while to

spend precious time over such trifles. They see life in larger relations.

A MAN'S RELATION TO HIS EMPLOYEES

Are you grudging of even a word of praise or appreciation? Many employers have the false impression that it is dangerous to praise their help, believing that they will get "too smart," but the fact is the reverse. Nothing else will suppress so effectually the spontaneity in service and nerve of employees as lack of appreciation or perpetual fault-finding. You can not use them as safety-valves to vent the spleen of a dyspeptic mood, and then expect from them a manifestation of just the opposite quality. Like produces like. The majority of them will be kind and considerate, if you are kind, sympathetic, and helpful toward them, but not otherwise. You have no right to claim from them what you are not willing to give. It is not only unfair, but also positively dishonest to ask something for nothing. It is encouragement, praise, helpful sympathy, and a real interest in the welfare of employees that call out enthusiasm, interest in your business, and a feeling that they are largely responsible for your success or failure. With

these, you will get spontaneous service and a desire to help you and to give you as little trouble as possible.

We know employers whose assistants are so loyal that they would cheerfully work holidays and evenings or do anything required to help out in emergencies. This is the test of leadership,— the ability to manage others, so that you get their unstinted confidence and their loving service,— so that they are always ready to help in every way possible. Properly-treated employees feel that they are practically partners in the business; they are so interested that dull times pain them. They suffer because of your losses, and are as sensitive as yourself to your misfortunes. Such an attitude on the part of employees is not developed by abuse. Meanness will not call it out; selfishness can not command it. It is purely voluntary, arising from a consciousness of kindliness and nobility in yourself.

Just and fair-minded employers everywhere are willing to concede the reasonableness and magnanimity of employees when justly and honorably dealt with. Colonel James Kilbourne, president of the Kilbourne and Jacobs Manufacturing Company, Columbus, Ohio, speaking on this subject recently, said: "It

is evident that wage-earners, as a class, are not getting their full share of the profits produced jointly by labor and capital. My thirty years' experience as a manufacturer has convinced me that workingmen do not ask, that they do not desire, of those in whose fairness they have confidence, more than they believe to be justly due them, and that, when an employer wishes to do all that justice demands and necessity permits, and approaches them and deals with them as men having the same feelings, the same objects in life as themselves, there will be no trouble whatever in establishing amicable relations between them. A better social condition will come by evolution; but, whatever its form, its methods will conform to the Golden Rule, justice will be its corner-stone, and love for our fellow men its firm foundation." That Colonel Kilbourne is no theorizer is shown by the fact that, during the thirty years in which he has been at the head of a business that gives employment to between six and seven hundred men, there has never been a disturbance or conflict of any sort between him and his employees. "The policy of our firm, in general," he said in reply to a question, "is to accord the same treatment, in every respect, to those employed at daily wages, as is shown to

officers and salaried clerks. This applies to vacations, advance of wages, medical service in case of sickness or accident,— in fact, to all details. The coal-shoveler feels as much at liberty to call on the president of the company about his own or the company's affairs as does the superintendent, and receives as much consideration."

A man who can not treat his employees so that they will always regard him as a friend, no matter whether they are working for him or afterward for themselves, has failed somewhere. There is something wrong when employees, who have been a long time with you, and have left you, do not write to you or come to see you, or ask your advice, or speak well of you. You are losing not only their respect and a great deal of helpfulness from them, but also a vast amount of profitable advertising, which you might have for your business. Contented employees are the best advertisement you can have, even better than satisfied customers. Wherever they go they speak your praises, and tell what a fine business yours is. This free advertising by employees is worth, to some concerns, a small fortune every year. On the other hand, adverse free advertising by employees who work for contempti-

ble employers sometimes injures their business thousands of dollars a year. Many women will not patronize a store or buy goods from a factory whose proprietors are not considerate of their employees.

Besides the mere business side of your relations with those who work for you, there is an ethical side. You, to a certain extent, set the standard of morality and of business methods for your subordinates. They have a right to look to you as an example. You may be sure they will imitate you, consciously or unconsciously. Whether good or bad, you are repeating yourself in the lives of some of those about you. You owe it to society to show your best side always

CHAPTER XXII

THE CAREER OF A FARMER

Nearly half the population of the United States is found upon farms.

"The farm," says Doctor F. M. Hexamer, associate editor of the *American Agriculturist,* "is and must always remain the chief source of our country's wealth, strength, and power, as well as the cradle of our ablest men, It must supply in the future, as it has in the past, the leaders in statesmanship, science, art, commerce, and industries of all kinds. If it were not for the fresh and healthy blood, muscle and brain from the farms, our large cities would degenerate. The majority of the men who are guiding the destinies of our nation were born and bred in farm homes, under healthy and natural surroundings and influences.

"No matter how plain the habitation may have been, or how simple the fare, the pure air, the bright sunlight, the open country, the trees and flowers, the brooks and forests, the mead-

ows and glens, the song of the birds, and the incomparable charm of undefiled Nature, are the property of all. Young men who are industrious and ambitious, and who have a natural love for rural life, cannot do better than devote themselves to agriculture. The same amount of capital, work, and intelligence invested in farming will bring better and surer results than in any other business. There is no danger of overdoing. This country is progressing so rapidly in population, and is so extending its commerce among nations, that it will require our best efforts in agricultural development to keep pace with the general advance.

"The popular idea is that any one who is not fit for any other business can run a farm. Nothing could be further from the truth, as there is hardly a calling which requires more natural aptitude and taste for its successful pursuit than does farming. A man who has not a strong innate love for country life and rural affairs in general should never choose farming as a calling. To manage a farm successfully and profitably requires a particular temperament, a strong physical constitution, a knowledge of crops and soils, and business tact.

"If a youth would learn farming, he should enter the employ of an intelligent and success-

ful farmer, keep close watch on everything that goes on, and keep a diary in which to note daily what has been done and how it was done. He should read carefully and regularly one or more good agricultural papers, and gradually procure and study books on the principles of agriculture. After two or more years of farm experience, the student will be ready to enter an agricultural college if he wishes to obtain a thorough agricultural education. Of course, thousands of bright, intelligent boys, born and brought up on farms, become successful farmers without having had a college education; but even to these the advantages of a systematic training become more and more important with each succeeding year.

"The successful farmer must be a well-balanced, all-round man, as he is not only a manufacturer, but a merchant as well. The demands of near-by and foreign markets are studied, so that the students will know the best markets for their goods and the best ways of reaching them; in short, how to present their products so as to receive the largest returns. Agricultural colleges and experiment stations have been established in every state and territory; and farmers' institutes, reading circles, university extension, and the many excellent

state and national government bulletins, which any farmer may obtain free by merely asking for them, are of inestimable value." *

Professor Roberts, of Cornell University, states that of the graduates of their College of Agriculture, eighty-seven per cent. are now engaged in some kind of agricultural work. "Great fortunes," says the professor, "that are made from farming are the exceptions to the general rule; the average earnings of American farms, good, bad, and indifferent, have lately been estimated as not far from one thousand a year, and a young man who chooses farming as his vocation should be prepared to be content with moderate financial returns from his labors; but, if independence, a comfortable and adequate livelihood, and an assurance against want in old age are the things desired, farming pays in the broadest and most satisfying way; the successful farmer must be a man of resources, and he must be possessed of a fair amount of executive ability; the advice I would give to such a man is, take to the farm and stick to it; the farm will afford him a comfortable home, keep him and his family well fed and well clothed, and enable him, at the end of a year, to put away a little money."

*Compiled from Doctor Hexamer's writings.

CHAPTER XXIII

FOOD PURVEYORS

Next, after food raising, we may properly speak of food serving.* A population of more than four millions and a half in the United States may be classified as home keepers and those engaged in domestic and personal service.

Within this enrollment may be found those who make homes for other people in the hotels, in boarding-houses, in lunch and tea-rooms.

THE HOTEL BUSINESS

In this business much depends upon location, and everything depends upon the manager's experience and practical wisdom. The housekeeper, the headwaiter, the chef, the steward, the room-clerk, the rank and file of employees, can not be suitably selected and made to work harmoniously in the interest of

* This article is compiled from a paper prepared for the Author by the proprietor of the Parker House, Boston.

the house without years of experience on the part of the manager.

"Service as a bell-boy or under clerk," says Proprietor Whipple of Boston, "should be the first step. On these lowest rungs of the ladder, the opportunities to learn the fundamental rules of hotel management are greatest. By degrees the young man who begins in some subordinate place in a hotel absorbs an accurate and far-reaching knowledge of human nature—the kind of knowledge which is more useful than any other to the hotel man. A great majority of the men who fail in the hotel business owe their misfortune simply to the fact that their understanding of their fellow men and women is not adequate to the exigencies of their occupation. In addition to the deft, tactful handling of guests, the manager must be able to meet successfully another human element which presents more difficulties than do the patrons. I mean that he must be able to control and get the best work, with the least possible friction and loss, out of the hotel servants and other employees. Poor servants can do more to destroy the patronage of a hotel than almost any other single cause. If a guest finds his room improperly cared for or if he is carelessly served in the dining-room,

it is unlikely that he will return to this hotel. It is false economy to pay low wages to servants. The only sensible plan is to pay well and insist upon good work.

"Aside from the tendency to indifference and carelessness on the part of servants, the manager must combat their inclination to quarrel among themselves. It is very difficult to induce a large corps of servants to work together in harmony. It takes time to obtain a force of employees which in any way approximates the standard of efficiency desired by the good manager. The head waiter occupies a very responsible position. He must answer for the comfort and convenience of guests during meals. He directs the waiters and is responsible for their appearance, habits, and manners. He drills them constantly in the smaller details of proper service.

"Few employees are more essential to the comfort of the guest than the housekeeper. It is very important to the management that the linen be always clean, the beds properly made, the rooms kept well swept and dusted. The great success of any large hotel is chiefly due to the skillful way in which prospective guests are met at the desk and provided with accommodations.

"After the room-clerk, in order of responsibility, comes the steward. One of the best hotel men in America has said: 'The rest of the house will run itself if the kitchen is well conducted.' Few cooks can roast a piece of beef in the best manner. Two pieces of meat, alike in quality, may be so differently cooked as to have no resemblance when served. One may have all the juices preserved and be most appetizing; the other may be dried-up, tough, and unpalatable. For losses and for dishonest servants a manager himself is to blame, since it is his duty to see that everything is accounted for. The manager of a hotel is subjected to needless loss if his claim and damage department is not well organized. He may figure on about seventy-five per cent. of his profits being demanded by the man who leaves his valuable diamond stud in the wash-room; by the woman who leaves her satchel in the waiting-room; or by the individual who induces him to cash a check on a bank two thousand miles away. Few businesses present so many details which seem insignificant, but which demand careful attention if success is to be achieved. Trifles are the rocks upon which a great many hotel men are wrecked.

"The comfort and convenience of guests

are so dependent upon little things, small attentions, delicate courtesies, prompt and accurate service, that few managers possess the grasp of detail necessary to keep up the standard in all particulars. There is so much competition in large city hotels of high grade that the successful hotel man must be ever on the alert, never relaxing his vigilance. A well-established hotel, economically conducted, is a valuable property. There are hundreds of men, most of whom started as bell-boys or clerks, who have become wealthy in the business."

A LUNCH AND TEA ROOM

This should be distinguished sharply from the large restaurant which keeps open all day. It should be a well-appointed, quiet place, where specialty is made of certain home dishes to be served between the hours of twelve and three. There is no need of a large variety, but what there is should be of the best quality, beautifully cooked and temptingly served. It always helps a place of this sort very much to make a specialty of one or two dishes, and always serving these, but giving variety by changing other articles daily.

There is in one of the large cities a lunch-room of this kind, which has made itself famous by its coffee jelly. This is made in pretty molds and served on delicate, ornamented plates and piled high with whipped cream. Hundreds of people go there daily just for the sake of this jelly.

In another city, down in the business part of the wholesale district, where few women penetrate, is a lunch-room kept by a country-bred woman whose custard and squash pies have made the place famous. There is no ambitious attempt at display in this little room; it is rather dingy, although scrupulously clean; there are no tables, but the patrons sit on stools at the counter, and are served with little ceremony; but the making of good pies has also made that woman's fortune.

COOKING-SCHOOL TEACHERS

Since the establishment of school-kitchens in connection with the public schools, a new field has been opened up to young women, and it is a field that is constantly broadening and that will continue to develop for some time to come. And not only are public schools requiring teachers of cooking, but communities

everywhere are asking for teachers and lecturers on this subject, and every helpful philanthropic institution, into which girls are received, is establishing classes in cooking. Naturally they must have trained teachers. This movement is a comparatively new one, and there are more openings in it than in many of the occupations. It is but a few years since the first cooking-schools were regularly established in the public schools of Boston, which was the first city to introduce cooking as a regular branch of public-school instruction. In regard to the training-school, its demands, and its accomplishments; in the first place every applicant for admission must be acquainted with the theory of teaching, and it is considered a great point in her favor if she is the graduate of some normal school. She should possess that particular qualification for the work—a genuine liking for it; and she should determine to devote herself to it to the exclusion of all other branches and be a power in her line of teaching. If a girl is fond of cooking, can impart her knowledge, and has patience for detail, she may make a successful teacher, and earn a good income; but she must work for it.

CHAPTER XXIV

HOUSEBUILDING AND ADORNING

If we speak of raising food and feeding the nation, the housing of the population also gives employment to a great many people. The carpenters and joiners of America number two-thirds of a million.

The business of contracting is divided into numerous specialties; for instance, there is the contracting mason, the contracting carpenter, plumber, decorator, electrician, and so on. In addition to these contractors, there is a large class of builders who contract for the entire structure, and sublet contracts to specialists. The builder must, of course, be a man of capital and commercial responsibility. He has generally reached his position as the result of careful work and steady progress in the mechanical field, usually extending over a period of many years.

In the city, most of the builders have graduated from the trade of masonry, this being the most important special branch in the build-

ing of city houses. In the country, on the other hand, the builder in most cases was formerly a carpenter, the reason being that the wood-work in country buildings is the most essential feature of the work. The boy who contemplates becoming a carpenter should have more or less of a mechanical bent. He should first obtain just as good a school education as possible, and should especially apply himself to mathematics. A knowledge of geometry is essential, especially in stair-building, and if possessed of such knowledge he can easily outstrip competitors who are not so well equipped. After the lad has graduated from his village or grammar-school he should, if possible, enter a trade-school, where a complete knowledge of the use of tools may be acquired. In such schools the theory as well as the practice of carpentry is taught. Without such drill, the young aspirant is heavily handicapped. In trade-schools are also taught the principles of architecture, which are invaluable to the builder. The course in the trade-school is of about a year's duration.

When graduated from the school, the young man enters upon a course of regular work in the employ of a contracting or boss carpenter, and soon, if he be diligent and ambitious, be-

comes a full-fledged journeyman carpenter, and later, perhaps, a contractor and builder. It has been claimed by some that carpentry does not offer the inducements of a quarter of a century ago, but the fact that the trade-schools are turning out many carpenters would seem to be a refutation of that theory. A disadvantage of the carpentry trade is that it can not ordinarily be followed the year around. During the winter, little work is done on the buildings in the cities of the North; hence many thousands of good workmen are idle for a part of each year. This condition drives many from this trade into callings that afford a more certain and regular, if not a greater stipend. This may be assigned as the reason why the ranks of this trade are not over-crowded, despite the large supply of new recruits furnished by the trade-schools.

THE PLUMBING BUSINESS

"I would strongly advise young men to become plumbers," says Wingate, "in spite of the fact that most people disparage the trade. A first-class plumber must understand both the theory and the practice of sanitary science. He ranks with a machinist or an engineer.

Within a very few years, the trade has been revolutionized, and there is a growing demand in all parts of the country for capable plumbers. A young man who is master of the trade has a great advantage over the ordinary, ignorant, unscrupulous plumber, and should have no difficulty in getting plenty to do. Not only is there a steady demand for new buildings in all parts of the country, but repairs and alterations are also going on continually, and the plumbers who give satisfaction to their customers easily succeed. One of them told me he had not lost a week's work in thirty years. He said there were four men in his shop who received fifty cents a day extra because they could follow plans and specifications correctly, measure and order exactly what materials were needed, were able to explain clearly to customers just why certain things should be done, and could act with discretion in emergencies. Such practical sagacity and 'gumption' count for much. The timid and indifferent workman who blindly follows orders when he knows they are wrong or need to be modified is the first to be laid off when work is slack."

WOMEN IN INTERIOR DECORATION

During the past few years some of the most notable successes of women have been achieved in the art of interior decoration. Several firms of women house-decorators in New York have succeeded to a most gratifying extent both artistically and financially. These women are always prepared to make designs and decorate one room, a suite, or a whole house. Estimates of the cost are given. One firm began business in 1882, and employs from fifty to sixty women, who design and make hangings for houses, and superintend the interior decoration. During the past ten years this firm has produced more than five hundred designs in silks and cottons which have been manufactured and sold throughout the United States.

A good business faculty is essential to success in this as in all attempts at artistic service.

There are art schools or schools of design in all our larger cities; and to the girl who is unable to attend a school, there is the chance of serving an apprenticeship to some firm of interior decorators. With natural ability, taste, keen observation, and love for work, she may at length become an assistant.

Such a woman will soon learn that the first principles of successful decoration lie in harmony of color. She will next learn that the first, most accurate and best teacher of color is nature. It has been said, "An intelligent study of the distribution of tints in the natural world will make a successful colorist."

Fewer occupations are better adapted to a woman's taste; few offer a greater scope of originality, and in none will the true artist more rapidly advance.

CHAPTER XXV

ARCHITECTURE AS A FINE ART AND AS A CAREER*

No other art or profession requires in its followers such a combination of qualities as does architecture. The soul of the poet, the eye of the painter, the practicality of the shopkeeper and the mechanical knowledge of the master craftsman are the attributes of the ideal architect. Probably no man ever possessed all of these qualities in sufficient degree to deserve the appellation, "an ideal architect." Yet there have been great men who have proved that the real in architecture can be brought close to the ideal. These are the men who have discerned that beauty and utility, architecture's prime elements, are closely related, and can be brought together in harmonious and impressive unities.

Many men who follow the profession of the architect can not, or do not, express in their work this dual nature of the art. Some of

*Excerpts from an article prepared for the author by John Galen Harvard, Architect of the University of California.

them are able builders. They erect most convenient houses,—excellent shelters from the rains and snows, the cold and heat; but I think Nature desires that those who raise permanent structures in her domains shall give them a beauty in keeping with her own. Those who overlook this violate universal harmony. Others in the profession err in the opposite direction. Forgetting that all material things have a foundation in Mother Earth, they make designs of buildings that are veritable castles in the air,—charming, but impossible, unless reduced to practicability by others. The first of these classes are builders; the second artists. Neither, in my opinion, is a true architect.

The architect's education can hardly be too broad. A good foundation for it is laid by the youth who starts by devoting a year or so to drawing from the antique and from living models in an art school; then comes the distinctly professional training. In the United States, several of the universities have fine courses in architecture. In Great Britain the apprentice system is the chief means by which the art is taught. Our American schools are excellent, but possess the disadvantage of opening too wide the door of architecture.

Many young men, who, instead of architects might just as well be mechanical engineers, or lawyers, or trust magnates, attend these schools, pass the final examinations, and, without special fitness for the work, become certified architects. Some of them are unusually clever, in a business sense; they are able to persuade people to give them commissions at terms advantageous to themselves; they make money and rank as successful architects, whereas, they are successful business men, responsible for many of the atrocities which blight fair landscapes in the name of architecture.

The English system is better calculated than ours to eliminate the unfit. There are not the compensations of college life about the pursuit of architecture in a crowded London office, and most of those who decide to become architects because the calling is a highly respectable one, drop out under the pressure of hard work and low pay. They find they can obtain more money for less work in other lines, and rightfully conclude that architecture is a poor "business." On this account, and because of the living influence of English architectural masters of the past, the average of work in Great Britain is probably higher than that in

this country, although we have a number of men who are unsurpassed. In Paris, also, the general level of architecture is higher than here. The *atelier* system, by which architecture is taught in the studios of prominent men, gives the student a high conception of architecture as an art.

The man whose artistic instincts are not based upon a foundation of ordinary shrewdness and common sense can not expect to make of his own life-work in architecture a symmetrical and imposing structure. He must depend upon others for many things. He can not estimate the cost of a building with any accuracy, unless he knows the cost of labor and building material. He can not be sure that the contractors are doing his work properly, unless he has a good working knowledge of the building trades. He can not get the best work out of his employees and keep the contractors up to the mark, unless he has executive ability. He, ordinarily, can not obtain prices which will give him an adequate profit, unless he is a good business man. He can not protect his art against the materialism of the builders, maintain harmony with the latter and the rest of his subordinates, and please the owner, without a large store of tact.

CHAPTER XXVI

MACHINISTS

The skill and industry of the mechanic are at the basis of civilization.

More than five millions of the American people are engaged in mechanical and manufacturing industries.

"If," says a writer for young people, "you know of a bright, sixteen-year-old boy, smart and independent, with snap, pride, poverty, good health, and a common-school education, with a hankering after the mechanical arts, tell him to go into a machine shop and learn the trade."

"An ordinary clerk," writes Wingate, "is not so well paid as a first-class mechanic. He has far less independence, and not half so good prospects. The mechanic's work is more healthful; he is less likely to lose his place in dull times, is only discharged from necessity, and has equal chances for promotion. The average clerk does not require special ability; but a mechanic must be intelligent, and, if he

is industrious and observing, he improves daily. Machinery has often cut wages and thrown workmen out of employment, but immigration has displaced thousands of clerks. A mechanic with a kit of tools and enough money to hire a basement or a loft, may start on his own account, or he may work at home. If he has energy and friends, he will have little trouble to get along. I believe that more mechanics than clerks own their homes; and, when they die, they leave their families better provided for."

"I knew a boy," writes Mr. J. C. Bayles, formerly editor of the *Iron Age*, "who needed work, and after some search for just the kind of work he wanted, took what he could get at the moment,—a place in a little shop where certain sheet-metal specialties were made. It seemed like a start, not merely at the foot of the ladder, but at the bottom of a deep hole into which no ladder extended. The lad was not a genius in any sense, but he had good habits, good judgment, and the capacity for practical thinking. He kept his eyes open and observed that there was need in the market for a better, safer, and cheaper lantern than he could find in the stores or in the catalogues.

"So he went to work to make a lantern. It did not call for the exercise of inventive faculty in any high degree. What it needed was what he had already given it—thoughtful study from two view points—that of the maker and that of the user. He built a lantern and tested it at night until the results were satisfactory. Then he began the designing of certain simple machines which should produce its several parts cheaply and accurately. He was neither an engineer nor a draftsman, but he had ideas and was able to make them intelligible to others.

"As the final step, he arranged with his boss to make the lantern for a small royalty to himself. It was exactly what the trade wanted. The shop became a lantern factory, with the inventor as superintendent. It grew and kept on growing until it became a great factory. It made the inventor rich in less than half the life of the patent, and was then capitalized for a million dollars, of which the inventor received four-tenths for the sole manufacturing rights, and a large salary as president and general manager. Industrial biography is full of such instances."

The multiplication of manual training schools and of technical institutes tends to fos-

ter the intelligent development of the mechanical ability of young Americans, and those who live in the great cities find it relatively easy to obtain the special education and training needed for success in this industrial department.

CHAPTER XXVII

SALESWOMEN

In writing upon mercantile employments, account must be taken of the employees, whose capacity and faithfulness are at the very bottom of the employer's success.

Courtesy, self-respect, and a genuine interest in the business are the conditions of ultimate success.

A young girl tried for a long time for a position in a leading dry-goods store, and was finally put at the handkerchief counter during a bargain sale. The very first morning she was there a gentleman came by and stopped at the handkerchief counter, looking carelessly at the goods and at the prices which were marked on each box. She did not wait for him to ask for anything special, but she immediately called his attention to some handkerchiefs which were really low-priced when one considered their fine quality. He did not seem inclined to buy, but she was so interested to make the sale and talked so intelligently about

them, that he took half a dozen of the handkerchiefs. When her salary was paid at the end of the week, she received a sum much in advance of that which had been agreed upon. She took it at once to the head of her department, thinking there must have been some mistake, but she was assured that it was indeed all right.

"Do you remember selling half a dozen handkerchiefs to one gentlemen the first morning you were here?" he inquired.

"Why, yes, I remember," she replied; "but what has that to do with it?"

"Simply this—that was the head of the firm; and he was so pleased that he asked about you and said that any girl who could sell his own goods to a proprietor was worth a good salary and a steady place. So he ordered you put on the pay-roll at the wages I have just given you, with the promise of a rise as soon as it is possible."

Said the proprietor of a large store to a friend,—after he had reproved a clerk for carelessness and inattention to a customer, and had been met with the excuse that all the woman wanted anyway was a paper of needles:

"It isn't the value of the sale; it's the fact

of the sale. A woman comes here for a paper of needles, a paper of pins, or any small article; if she is made to feel that it is a pleasure to serve her she's coming again; not only will she come herself, but she will send others. If I lose her custom because the needles or pins are given her as though she had insulted the store by making so petty a purchase, it's a pretty expensive paper of pins or needles for me; I don't care to pay the price."

There is something very mean in the mere giving of eye service; it is a species of dishonesty. A leading merchant used often to say, in speaking of his help: "I would rather one of my salesmen or women took money from my pocket than the time which belongs to me and for which I am paying. One is just as much stealing as the other, but the latter is the more dishonorable."

I have heard country girls talk of coming to the city for employment, giving as one reason that they wanted more social life. They will not get it, for the woman of business is not the woman of leisure and she has no time for society. She will find more social life in her own home than she ever could have in the city, and there is no lonesomeness more absolute than the lonesomeness of the stranger in a

crowd. Salaries are not large enough to permit much relaxation in the way of entertainment, and after an absorbing day's work, one is too worn out to go in search of enjoyment. In the country homes in these days the daily paper and magazine keep one in touch with the world, even if it be far away from the bustle and confusion of city life. The fashion articles tell the girl how to dress her hair and make her gown and give her the latest notion in small toilet details. No town is so small that it has not its public library where the new books come, and the lecture and concert are not infrequent in visits. Railways and telegraphs have brought the corners of the earth together so that one is never very far away from the center of things. There are plenty of occupations for the girls who stay at home if they will only seek for them with earnestness.

WINDOW DRESSERS

The display of goods in shop-windows is often the work of women of taste, an artistic perception in arranging colors and fabrics, and ingenuity in producing novel combinations. The decorative possibilities are very great in

almost any kind of shop; and customers are attracted by a harmonious and effective display.

DEMONSTRATORS

The demonstrator is an advance agent for new preparations, as well as salesman for standard ones. Cereals, canned goods, jellies, liquids, flours, salt, spices, almost everything is arranged so as to give prospective purchasers a sample, or taste; and this often brings a customer. The business of "demonstrating," as it is called, has grown to large proportions, and is one of the most recent that has come up for women to do. If one is a good demonstrator, she will not only make immediate sales, but will also bring the new (or old) product to those who had never heard of it, or who had been prejudiced against it. She will be judicious in the distribution of samples, generous but not wasteful. She will follow this up with a setting forth of its good qualities, and a proposal to purchase; and all will be done with a pleasant and ladylike manner. To all who stop, even for a moment, she is expected to be affable, offer a taste, or sample, or circular of information. The demonstration may be in

some store. The saleswoman may be called upon to demonstrate a week or two in one city, then move to another. Among other things that I have seen brought before the public, by demonstrators, are: soap, perfume, other toilet articles, wearing apparel, soups, catsup, kitchen utensils, writing materials, games and toys; in fact, the list is too long to complete.

CHAPTER XXVIII

COMMERCIAL TRAVELERS

"Observation and experience," says Mr. O'Brien, of the H. B. Claflin house, New York, "if one keeps his eyes open and mind alert, will greatly increase one's capacity for what is called 'reading people.' To make that knowledge of service, adaptability is needed. The drummer who makes big sales must be capable of being all things to all men. The drummer who succeeds must be a keen judge of human nature; he must know how to address a prospective customer; how to engage his attention and retain it; he must learn to read those trivial and scarcely-perceptible signs by which men oftentimes reveal their characters, moods, and mental status.

"Courage is one of the requisites of the drummer who makes big sales—the courage that impels one to do his best with undiminished energy and serene cheerfulness, despite rebuffs, disappointments, and failures. The bright, sunny, cheeful man carries with him his own

best letter of introduction. He radiates health, mental and physical. By showing himself a good listener, the drummer often sells more goods than he would by exerting his conversational powers to the utmost. Some men would rather hear themselves talk than to hear anybody else. And sometimes they happen to be large buyers. Honesty I should place among his first and most essential qualifications. A little reflection will make it apparent that it must be so. The drummer succeeds by gaining the confidence of those to whom he sells goods. How can he do that if he deceives his customers? The man to whom a drummer has misrepresented goods will never buy of him a second time. The successful drummer, whose reputation for veracity is among the valuable assets of his stock in trade, will never take service with a trickster. And for the same reason, the young man, anxious to make headway as a salesman, will, if he be wise, consider of more importance the character of the house he starts with than the salary at which he begins."

CANVASSERS

One of the first vocations adopted by women who sought to earn an independent livelihood

was canvassing, traveling from house to house, selling articles of use, ornament, or entertainment. Confidence in one's own capabilities is an indispensable trait. Tact, persistence, unflagging energy and inexhaustible vitality are also essential to the highest degree of success. A woman, as a rule, can gain access to a possible customer or subscriber much more readily than a man can. Peevish housewives, and brusk business men, will deal gently with a woman, where a man on the same errand would be sent away with scant ceremony. Moreover, women are generally ready talkers; they are able to say what they have to say without embarrassment. Not the least of their advantages is the fact that men, through chivalry or from other motives, will often defer to a woman where they will not listen to a man. In two branches of canvassing, women have achieved distinct success, and probably will continue to do so. These are, first, the selling of mechanical and chemical articles which tend to decrease the manual labor of a household, and, second, the obtaining of subscriptions to books that are of interest or value to the mother and children of the family.

CHAPTER XXIX

WOMEN AS CLERICAL ASSISTANTS

The stenographers and typewriters constitute a great army. "A stenographer," says Miss Zerlina Rosenfield, one of the leaders of this line in New York, "should, first of all, be thoroughly equipped for her work. If she is not, she will never average more than a mediocre salary and a mediocre success. The first requisite—and this is indispensable—is a good education. It does not matter how many words a minute she can 'take' or how rapidly she can manipulate a typewriting machine: if she has not a good knowledge of the English language, of grammar, spelling, and punctuation, she will be comparatively valueless as a stenographer. If, in addition to a thorough English education, a girl perfects herself in one or two foreign languages, she can command a salary ranging from thirty to forty dollars a week, or more. The next essentials are courtesy and a cheerful, equable disposition, one that can not be ruffled by

trifles, or even the most trying conditions. When a girl shows uneasiness, worry, anxiety, or fretfulness, she communicates the same feeling to the person who may be dictating to her, and instead of stimulating his thought, and helping him to a clear expression of it, as the cheerful, intelligent stenographer does, she hinders and embarasses. If a girl were undecided as to her choice of an occupation or profession, provided she were well educated and determined to throw her heart and soul into her work, I should have no hesitation in advising her to enter the stenographic field. I know of no other that offers better opportunities of advancement, in so many different directions, for the earnest, intelligent girl."*

"Shorthand," it is said by Mr. Robert F. Rose, an eminent expert, "can not be mastered in a month, or even in two months, or six months. It is as much a profession as medicine or the law. It is true that, after a short time devoted to the study, the student may be of some value to an employer and may obtain a situation sufficiently remunerative to pay more than his living expenses. This ability to hold a situation has, however, been the cause of incompetency, and has spoiled the chances

*Prepared by Miss Rosenfield for the Author.

of many stenographers. There is no limit to the study required to become an expert reporter. Speed in writing is but one essential. The greatest qualification is a wide range of information. No matter how many years a man devotes to shorthand, there is always a possibility of improvement. Taking into consideration the amount of work now to be done, as compared with that of former years, there are fewer expert shorthand reporters than ever before. To illustrate the demand for stenographers, it is but necessary to refer to the fact that the eligible list in the office of the civil-service commission of the United States is not large enough for the demand."*

"It is a significant fact," says Eda C. Harvard, "that the United States Government is, at this writing, finding it very difficult to secure capable stenographers. In the Land-Office department alone there are several vacancies for good shorthand writers, and the same condition exists in other departments. So critical has the situation become, that the civil service examiners are instructed by the Government to endeavor to get as many applicants for these positions as possible. It is true that the examinations for Government positions are

* Prepared for the Author.

so rigid as to debar those who have not a thorough knowledge of the art, but the fact remains that there are not enough good stenographers who are willing to give up positions which their ability has gained for them, to accept even a Government situation with its assurance of a life position.

"The demand for good stenographers is constantly increasing, and the problem of meeting this increased demand is becoming serious. The supply of second- and third-class shorthand writers is practically unlimited, but business men are realizing more clearly every day the necessity of having thoroughly competent stenographers, and they will not knowingly engage those who are not. They insist that every letter which is sent out shall be above criticism as to form, grammatical construction, punctuation, and spelling. They want to feel that they can depend upon the good judgment of their stenographers to relieve them of much of the burden of their correspondence. Regarding ordinary letters, they want to be able to have them answered by giving a few general instructions, without being compelled to dictate every word. They want to feel that slight grammatical errors, which are apt to creep into quickly-dictated

letters, will be corrected. In this way the stenographer becomes invaluable to the employer, whose time must be economized, and for this reason, ability and attention to details will be more promptly and generously recognized in a stenographer than in any other position in business life."

CHAPTER XXX

TELEGRAPHY

Upwards of seventy-five thousand people are employed in various positions connected with the handling of telegrams. By far the greater proportion of these men and women are telegraph operators in the service of the large commercial telegraph organizations, the cable and radio companies, the railroads, the newspaper press associations, and private enterprises like brokerage houses and oil pipe-line concerns. The field is wide and working conditions congenial to those who prefer office or desk work. There are also numberless opportunities for advancement to supervisory positions, for in spite of the general use of the telephone, the telegraph business is expanding with great rapidity, and there is as great need of good supervisors and "chiefs" as there is of good operators.

The phases of telegraphy which require the least preparation are clerical positions, and automatic and telephone positions. The equivalent of a full grammar school education is required, and preferably one to four years of

high school or business college. Upon application to the employment bureau of one of the telegraph companies in a large city, entry can be made directly into a telegraph training school, and after a couple of months' training, the student becomes an automatic or telephone operator. Automatic operators transmit telegrams by means of a keyboard, similar to a typewriter keyboard; at the receiving end of the wire, a printer automatically types the message in full, the receiving operator merely inspecting it for accuracy. Telephone operators dictate telegrams, and transcribe them on typewriters, using a special word code. Neither of these systems is difficult to master, and the handling of telegrams contains enough of the element of variety to prevent monotony. There are also clerical positions available in every telegraph office except the very smallest.

Like automatic and telephone telegraphy, the older system of Morse telegraphy offers opportunities both to young men and young women. Its acquisition is more difficult, because it takes more than a year to make a good Morse operator; but the rewards are worth the effort. A first-class Morse man need never be out of a job. He can secure lucrative employment with the Western Union, the Postal

Telegraph, or almost any railroad; and if he has a high degree of skill, can qualify for the exacting duties of "broker" operator or newspaper operator. Many of the fastest commercial wires are being handled by women operators, because of their high skill and the comparatively low requirement of physical endurance involved in their work.

Qualification for a position as Morse operator can be secured through code practice with reputable private telegraph schools, courses in trade schools and Y. M. C. A., or through managers of local telegraph offices and station agents in railroad offices. In large cities arrangements can usually be made to secure Morse instruction free of charge in telegraph offices while working in some clerical position.

After qualifying and having worked as a Morse operator, a young man with aptitude for electricity may work his way into the testing and regulating branches, which demand mechanical skill in addition to Morse experience. This phase has to do with the upkeep and testing of wires and the adjustment of repeaters, duplex equipment, and automatic printing telegraph apparatus.

To a man who likes travel at sea, the possibilities of radio telegraph operating make a

strong appeal. Radio schools are conducted both by private institutions and the radio corporations. They find their material in boys who take an active interest in amateur radio work, and their course of training includes both code practice and apparatus adjustment and repair. Skilled operators become eligible for shore duty when openings occur.

There is a wide variety of work in telegraphy incidental to actual operations, such as the building and maintenance of outside wire plant, manufacture of apparatus, and so on. The telegraph wires have been called the nerves of the nation's business, and their operation makes interesting work and provides a liberal education in the conduct of affairs.

Telephone girls are frequently employed in the telegraph office. The duties of the telephone girl are not hard and the hours are about the same as the telegraph operator. The salaries vary according to the duties performed. The girl who becomes a successful telephone operator must be quick and bright intellectually, keen to grasp an idea, and with command of language to enable her to carry on a conversation intelligently, a clear voice, and an ability to transcribe messages accurately.

CHAPTER XXXI

BANKING

The banking fraternity is ever on the alert for capable men. I know of no business which is more appreciative of exceptional service. We are ever on the outlook for cashiers and clerks who are above the average.

A young man who enters the banking business does not need to have any special talents or unusual intelligence. A good mind and a fair education, honesty and a strong will, are the essentials. The last two qualities are the most important. The young man must be rigorously honest, and he must have the strength of will necessary to resist temptation. If he possesses these elements of high character, and, in addition, is industrious, he may be reasonably certain of becoming a good and measurably-successful banker.

A university education is a valuable asset if rightly used. It enlarges a young man's mental horizon, and gives him a grasp of general conditions, as well as of details, and im-

parts to his conversation, manner, and bearing a tone and polish which in banking are of the utmost service. A banker must be a gentleman. The word is a broad one, embracing appearance, manner, and qualities of the mind and heart: a college graduate usually has some, at least, of the attributes of a gentleman, as has a young man whose childhood was passed amid refining influences. But the fact that these advantages have not been his does not mean that a man can not be a gentleman. If the inward grace is there, the outward form may be readily acquired.

It has been stated that there are sixty-five thousand bank clerks in the United States. Almost all of these have begun as messengers. The work of the latter involves presenting drafts, delivering notices, making cash collections on coupons, and so on. While the work entails no great responsibility, a boy thus employed has ample opportunity to show promptness and good judgment, two of the prime essentials in banking. Messengers are usually boys from sixteen to nineteen, just from high school. Those of them who discharge their duties with discretion and despatch are, in the course of a year or two, promoted to be assistant clerks. An alert boy

who is made a general assistant has good opportunities to acquire a broad knowledge of the banking business. This is particularly true in the collection department.

After the youth has been in a bank a year or two, and has been promoted once or twice, a critical time in his career arrives,—the time when his attitude toward banking takes definite form and decides for him whether he is to be one of the army of bank clerks who never progress beyond a certain point, or whether he is to be one of the important men. He has arrived at the cross-roads, and may take the right or the wrong direction,—as he pleases. It is said that in large city banks there is so much specialization that a man may be in a bank for years and learn very little of the profession aside from his own special work. This is doubtless true, but such a man is not progressive. Any position in a bank gives a keen young man opportunities to acquire a great deal of general banking knowledge. In the bank we have such a youth under more or less close scrutiny, and from many unconscious revelations on his part are able to arrive at accurate conclusions as to his life outside the bank. If his tastes run in a low groove and his morals are weak, his bearing

and conversation plainly show us that he is not developing in the right direction; and when we want to fill a position of responsibility and trust he is not the man who gets the place. Probably meaning well enough, he has let a moral laxness hinder his progress and keep him all his life obscure and unimportant.

It is the young man who strives to learn something every day, not only about banking but about other things, who avoids forming pernicious habits, who, through self-denial, grows in self-control and will-power and manliness every year, who gets the best position when promotions are made. He may not be as brilliant as the other youth, but he is vastly more useful in the banking business.

But it is when he gets "a window" that he has the greatest opportunity to justify his successive steps of promotion and show whether he is qualified for high positions. The receiving teller, for example, can either drive business from a bank or can widen the circle of its customers. The latter will feel pleasure in meeting him at the window if he is a genial, tactful man, and, in the matter of making deposits, will give his bank preference over one whose teller is abrupt and crusty. A courteous, patient receiving teller of good judgment

is usually the man who is appointed paying teller when promotions are made. The position of the latter is one of the most important in the bank, and is attained only by a number of years of meritorious work. A paying teller must be able to read human nature quickly and accurately, and reach correct and rapid decisions on a great variety of subjects. He must be a calm man, but very wide awake. It is said that even Jove nods; the paying teller must never nod, since he is beset with opportunities to make mistakes, a single one of which may cost the bank a great deal of money and him his place and chances of advancement. His position ranks one peg below that of the cashier in importance.

It is no higher, however, than that of the discount clerk, who occupies a place of peculiar responsibility. The discounting of commercial paper is one of a bank's most essential functions. The bank official who has charge of this department must be a man of tried discretion and of the soundest judgment in regard to banking matters and the ways of men and the world in general.

A man who has reached the position of bank cashier may feel that he has achieved a fair amount of worldly success. He receives a

good income and is usually a man of prominence in his community as well as in the bank. Of the latter he is the manager and the chief executive officer. He sees that all routine work is well done, decides numerous questions which come up in a day's business, and is usually the chief adviser of the president in the larger questions which bear upon the bank's general policy. He keeps his finger always on the pulse of trade, and is thoroughly familiar, not only with banking practice, but also with banking laws. All new legislation and legal decisions pertaining to banking receive his careful attention. He is responsible for the conduct of his bank to the directors, the president, and the depositors. He is in a conspicuous and difficult place, where a misstep is easy to take and is often disastrous in its consequences. A bank cashier has many opportunities to go into business enterprises outside a bank, but he should avoid them, for the reason that his relationship with the commerce and industries of his locality is one of trust; he must be able to act freely, unbiased by personal interests. A cashier who deserves his place will eschew speculation in any form.

The president is, of course, the head and general supervisor of the bank. He must be

a man of force and high character, enjoying the complete confidence of his fellows. As a rule, the best bank presidents are those who have been in the profession many years and have been gradually lifted to the top through the process of selection and the survival of the fittest. It often happens, however, that a man who has won distinguished success and high reputation for ability and integrity in some other branch of commerce is called to the presidency of a bank. He may be more or less of an ornamental figurehead, leaving the real management of the bank in the hands of the cashier, or he may be, and frequently is, a man of so great capacity and energy that he soon masters the special features of banking, and, aided partly by his experience and success in his former business, is able to raise the bank to a higher level of prosperity and power than it has ever before enjoyed.

The president's only superiors are the bank directors, many of whom are not bankers, but whose commercial standing is of the highest. They meet two or three times a week to consider the affairs of the bank but take up only questions of large loans and general policy.

CHAPTER XXXII

RAILROADING

"There is," says President Cassatt of the Pennsylvania Railroad, "practically no limit to the positions a young man may aspire to fill in the service of a great railroad system; before him is an endless field for exercising any business or mechanical ability with which he may be gifted. If a young fellow likes railroad work, and has an interest in machinery, he should seek a place in one of the great railroad machine shops. He will there have a chance to show what he is made of, and may be able to work himself up to the position of master mechanic, or superintendent of motive power. He will begin as an apprentice, and gradually his wages will be increased. The railroads of this country pay good wages in all departments, and the young mechanic can work himself up until he is earning a salary which many professional men can not equal.

"If a man has had a thorough course in machinery at some good technical school, he

will hardly have to begin as an apprentice when he goes in a shop to work, and he will probably become a master mechanic sooner on account of having had the thorough preparation. If a man is to become a brakeman or a conductor, there is perhaps no special course in school which will be of particular help to him, but the mental training he would get in college could not be otherwise than advantageous. There is no work in which quick thought and decision are so essential as in railroad work, and the man who has his mind under thorough control is a valuable man.

"The clerks seldom have as good opportunities to prove their usefulness and win high places as have the men whose work is with the motive or machine departments of the road. The office work of a great railroad company is very similar to the office work of any other business concern, and the qualities which win in banks and stores will win promotion for the railroad clerk. It is sometimes asserted that promotion is very slow in railroad work, but I have always thought it rapid in comparison with the advancement a man receives in most other large enterprises. And if the promotion is sometimes slow in coming, it is sure when really deserved. There are, compara-

tively, so few exceptionally good men in the business, that a valuable employee is always recognized and advanced as rapidly as circumstances will permit. I venture to say that if two boys of equal capabilities were started at the same time, one in a large business house, and the other in a railroad, the latter would be found to be earning more money and doing the more important work at the end of five years."

The Philadelphia and Reading Railway has a regular system for training employees. Applicants are tested by a medical examiner, and those accepted are drilled from first to last, throughout all grades of the business.

Those occupying high positions began in the lower ones, where they developed an aptitude for the calling. "I liked the work," says the president of the Brooklyn Rapid Transit, "and that's the chief reason I was successful in it. I liked everything connected with a railroad, and I was always glad to learn any new thing I could. By learning new things. I managed to advance myself from one position to another."

"Railroading," says President James J. Hill, of the Great Northern, "is the most important industry in the United States. It

employs more men than any other, with the exception of farming. It represents a greater invested capital. It is more essential to the existence of business and society.

"It is now recognized that much more than experience in one of the lower grades of the service is needed to equip a man for a responsible office. In fact, the progressive railroad manager realizes that in many cases men entirely outside of the business, who have brains and industry and a willingness to learn, are often more valuable than those in the service. Preference, however, is naturally given to service men, and the safest way to reach a good position, in fact, the only way as the business is now constituted, is to start in at the bottom and trust to the exhibition of the necessary qualities for advancement. A man at the head of a railroad naturally looks among his employees for assistants. A man may be a very excellent grocery clerk, or the best sort of bricklayer, and have in him all the material that goes to the making-up of the railroad man, but he can hardly hope for an opportunity to demonstrate this while he sticks to clerking in a grocery store or to laying bricks. He has to get under the eye of railroad men if he wants a railroad job. But

once on the pay-rolls, no matter how humble his position, he can rest assured that if he has the right qualities he will be given opportunities to show them.

"This does not necessarily mean, of course, that he will succeed. Even if he has the best intentions in the world, and supplements them with the most dogged perseverance and resistless energy, he may never get beyond a certain point, because he is not fitted by nature for further advancement. That is his misfortune. Others again, perhaps with exceptional endowments, start wrong and get into a rut. They, too, will find progress blocked beyond a certain point, because nowadays railroading demands an original mind. There are a great many instances on record of men who advanced well to the front, reaching in some cases the presidency of roads, but who finally came to grief because their minds were one-sided, and they were never able to get out of a certain line. The man who is content to do merely the work before him, even though he does it well and thoroughly, is the sort who will come to a standstill very early so far as advancement is concerned."

CHAPTER XXXIII

THE CAREER OF AN ENGINEER

I receive more inquiries in regard to the engineering occupations than any other: engineering, civil, mechanical or electrical,—this is the cry. Construction is everywhere, bridges, railway building, elevated roads, subways, tunnels, reservoirs, drain-systems,—perhaps on a great scale like that of the Florida Everglades,—embankments, docks, mills, and "sky-scrapers,"—engineers are everywhere abroad.

A generation or two ago, a youth, desiring such a course, had to guess out his own curriculum; now schools of engineering and technology on every side tempt him away from other pursuits. Only the trained and the disciplined can do this work.

"You are a builder, I believe?" asked a badgering lawyer. "No, sir, I am an architect." "Well, builder or architect, will you tell me who was the builder or architect at the Tower of Babel?" "There was no architect

there," replied the witness; "hence the confusion!"

President Eliot classifies engineering as one of the liberal professions. "An engineer," says Tredgold, "is one who is skilled in the application of the materials and forces of nature to the uses of man." Rankine says that he is "one, who, by arts and sciences, makes the mechanical properties of material serve the ends of man." Reject all idea of the engineer as a man who merely makes or runs an engine. The term "engine" originally was applied to a construction of any kind to serve a practical purpose, like a battering-ram, or a bridge and not at all the modern steam-engine.

A broad, two-fold division was, until the late centuries, sufficient,—military engineering, and civil engineering. Vauban, Turenne, Napoleon, were military engineers. Smeaton, Brunel, Stephenson, were civil engineers. These engineers attempted everything. Smeaton, the greatest engineer of his period, not only constructed roads, bridges, aqueducts, canals, harbors and other hydraulic works, besides his famous lighthouse, but he was also skilled in building steam-engines.

The innumerable demands of modern construction, the introduction of new and newer

motive powers, water-wheels, heat-engines, electrical machinery, and the manifold mechanism used in the textile manufactures, have rendered the extent of the art too great for any one man to compass. Civil engineering has, therefore, been divided and subdivided.

Military engineering designs and makes all constructions used in war, whether on land or the sea, fortifications or vessels, and the machinery and ordnance for both. There is a separate subdivision for ordnance.

Civil engineering is now largely restricted to the construction of public works, as railroads, canals, harbors and bridges.

Mining engineering is the department which assumes charge of all mining constructions, from the very location of the ore up to the last structure for the working establishment.

Mechanical engineering designs and makes all forms of machinery. Sometimes it is called dynamic engineering, in contradistinction to the stationary structures of civil engineering called static engineering.

Electrical engineering is a modern offshoot of mechanical engineering; it designs the construction and operation of the machinery employed in the production, transmission and

utilization of electrical energy, as derived from some other form of energy through prime motors.

Architecture, so far as merely constructive of what is useful, is classed under engineering; but so far as the object is to make a beautiful structure, architecture is ranked as one of the fine arts.

The Massachusetts Institute of Technology has among other courses, civil engineering, mechanical engineering, mining engineering, electrical engineering, chemical engineering, sanitary engineering. Here, again, are two new subdivisions, the chemical and the sanitary. In their four-years' courses, they have further subdivisions, as, under civil engineering, surveying, railroad engineering, road and highway, hydraulic, sanitary, structure, bridges and roofs; under mechanical engineering, steam engineering, machine, locomotive, marine, and mill construction. Chemical engineering has to do with combustion, fuels, evaporation, boiler corrosions, and so forth, and the economic use of fuels.

At these special schools, one is amazed at the mere catalogues of the apparatus. Here are pages of generators, dynamos, voltmeters, ammeters, which fairly stagger the average

mind; here also will be found limitless illustrative and experimental machinery for the instruction of the students; and all made the more valuable by the learning industry and skill of the professors in charge, whose theoretical acquirements are supplemented by their being in constant personal touch with the industrial and economical institutions of the country.

MECHANICAL ENGINEERING

"The youth who possesses the mechanical and mathematical bent of mind, good judgment, and strong common-sense essential to success in mechanical engineering, and, in addition, is able to take a course at some technical school of recognized standing, may be regarded as fortunate. He is entering a profession in which the demand for good men is considerably in advance of the supply. The use of machinery is being continually extended. In this country we are still in the infancy of mechanical development, and in numerous other great territories, such as China and the East generally, and our new colonial possessions, the beginning has as yet hardly been made. China, for example, within the next

few years will give highly compensated employment to an army of mechanical engineers. Many will also be very active in South America, Cuba, and the Philippines. But the young man need not leave the United States to find ample opportunities to prove his ability as an engineer. Every large manufacturing establishment employs several. With the forming of new enterprises, or the extending of old ones, comes more work for members of this profession. The mechanical engineer earns a living income much sooner than does the young lawyer, doctor, or member of almost any other profession."

MAKING ELECTRICAL ENGINEERS

At the gateway of the historic Mohawk Valley, where, not many years ago, the sturdy Dutch frontiersmen blazed a bloody trail through the forest kingdom of the Six Nations, there sprang up, with miraculous rapidity, in the closing years of the nineteenth century, the greatest electric shops in the world. On the lowlands, where a few farmers had gained a pittance raising vegetables for the then sleepy village of Schenectady, ten thousand men, at furnace and forge, and bench

and lathe, now earn millions of dollars a year in wages. Here, in these wonder shops, is being solved the greatest of all material problems,—the economical production of power. With marvelous mastery of the mysterious energy of electricity, the nature of which is unrevealed to man, the explorers in this new domain of engineering have harnessed nature's forces at mountain-side and mine-pit, and carried the captive energy hundreds of miles to give light and heat, to drive locomotives, and to turn wheels of industry. Gigantic generators of electric energy, and mighty motors that transform the unseen pulsations into power, are here created, with scientific precision, for service to the utmost bounds of civilization.

"The electrical industry," says the editor the *Electrical World*, "is in its infancy, and the opportunities for finding in it an honorable and lucrative occupation are innumerable. If electricity never added to its present domain a single new art, it would abound in careers. To young men ambitious to reach the high places in the electrical profession, the advice is earnestly given to be satisfied with nothing short of a technical education. In the earlier electrical days, this was not requisite, but it is now

very necessary. The electrical army as a whole presents the curious spectacle of being led by self-made men, whose immediate staff and subordinates are nearly all graduates of prominent technical schools."

THE MINING ENGINEER

"My idea," says John Hays Hammond—"of the right kind of boy to take up mining engineering is one of a practical, decisive mind, with confidence in his own judgment, a strong will, moral stamina, and robust physique, as well as sufficient power of imagination to divine facts from the data he has in hand. To this bed-rock of natural equipment it is almost absolutely necessary that he should add a full course in some mining school of standing. After a young engineer has been graduated from a technical school, he must devote several years to actual practical experience in mines, mills, smelters, and so on. If he shows, after these years of probation, that he is made of the right stuff, he will then find no difficulty in obtaining a position as assistant manager in one of the large mines, or, perhaps, as full manager of one of the smaller properties. The most common aspiration of a mining

engineer is to become what is called a 'mining expert.' A serious mistake is often made by an engineer in assuming this rôle before he has had sufficient practical experience.

"In my judgment, the *sine qua non* for success as a mining expert is that he should have had several years' experience in the personal management of mining properties, supplemented by several years' experience in the investigation of ore deposits of different types. Many promising careers have been sacrificed because of the ambition of engineers to reach the expert's stage before they have had this prerequisite experience, and also before there has been time for their judgment to become wholly mature.

"Great remuneration is promised to the mining engineer who can not only pass judgment upon the technical aspects of a mining proposition, but who is also capable of arranging terms of purchase and is able officially to direct, as a consulting engineer, or as a managing director, the subsequent operations of the property. In this way his professional services will become invaluable to the capitalist, who will welcome his connection with the enterprise on some partnership or correspond-

ing basis which will insure the engineer commensurate compensation for his labors.

"I know of no other calling in which so many qualifications are necessary to attain distinction. A man must possess an unusual degree of physical endurance, as his life, if his services are in demand, is a very active one. He must be constantly traveling into wild regions where there are no comforts, but many hardships, and frequently, dangers. He must be prepared to go down deep into the bowels of the earth and stay there for long periods, and often, also, at the outset of his career, to do a considerable amount of manual labor. He must be able to crowd a large amount of work into a comparatively few years, for the usefulness of a mining engineer terminates sooner than does that of most other professional men."

Electrical, mechanical and civil engineering graduates find a ready market for their services in the telephone industry, because there they can use to advantage the knowledge of fundamentals that they have gained in college.

The telephone companies are on the lookout for men of ability. Each year they send representatives to the colleges to employ young engineers whom they train and start on careers

leading to positions of responsibility in the telephone organization. Many of the engineering and administrative heads of the telephone business have won their way to the top from positions given them immediately after graduation. American telephone engineers have set the standards for the world in both wire and radio communication. Although improvements in the electrical and mechanical operation of telephone and telegraph lines and equipment have followed each other in rapid succession, there are yet abundant opportunities for further, and even bigger, developments.

The engineer plays an important part in the development and extension of the telephone business, which includes telegraph and radio work. The introduction of machine switching telephone exchanges has opened up new and larger fields of telephone engineering, and the vacuum tube in its application to long distance telephony, multiple telegraphy, and radio telephony has demonstrated the almost unlimited possibilities of extending voice communication. Telephone engineering is interesting and stimulating, and it affords many opportunities for self expression. It is world wide in its possibilities for development and extension.

CHAPTER XXXIV

SHALL A YOUNG MAN STUDY LAW?

There seems to be almost a mania among young Americans to study law. It is estimated, in fact, that fifty-two per cent. of the college graduates in the United States take up this profession. One reason for this is that, in America, it is so often a stepping-stone to political preferment. Thousands of young men study law who have not the slightest idea of practising it, but simply to use it as a means of promotion,—a preliminary to something else. This is peculiar to America. According to the latest census report, there are in the United States ninety thousand lawyers, one to about every eight hundred people. In Chicago, there is one lawyer to every three hundred and fifty people, or five thousand struggling for an existence. It is said, however, that nearly all the legitimate law business of Chicago is transacted by about one thousand lawyers, leaving the other four thousand to live by all sorts of devices and schemes, such

as lending money at high rates, doing a little insurance business, and dabbling in real estate.

New York City has over ten thousand lawyers, a small proportion only of whom get a living by the legitimate practice of the law. Thousands of them are living from hand to mouth, doing all sorts of things for a livelihood, waiting for opportunities presented by politics. There are over two thousand lawyers in the city of Boston, only about four hundred of whom get a living solely by the practice of their profession.

New York City has more lawyers than all France, which, with forty million people, has only six thousand,—one to every five thousand people, while America has one to every eight hundred, or thereabouts. Germany, with forty-five million people, has only seven thousand five hundred lawyers,—one to every six thousand five hundred. The proportion in Great Britain is about the same.

The fact is, the profession of the law is very much over-crowded,—much more so than any other. There are thousands of young men in the United States who are working hard and getting a meager living, with practically no standing or influence in the law, who in other directions might have made their mark and

won monetary success. Many of them are induced to take up this profession by a few brilliant examples of lawyers who get enormous fees, or who are elected to Congress or other political positions. Very few investigate the field before they enter it. They do not realize that it is so much more crowded than other professions; and, after they have once begun to study, they dislike to give it up. Hence, many of them lead miserable, mediocre existences, almost failures, who might have been great successes in some other line.

Unless you have a decided talent for the law, and are willing to work hard and long for recognition, I should advise you to think twice before deciding upon it as a profession.

Compare the possibilities, for a life-work, of law and theology. Out of an average class graduated from college, there are, as a rule, several hundred who have studied law, while only a score or so have studied theology, and perhaps fifty per cent. have prepared to enter the medical profession. Many other professions compare favorably with law, showing that there are greater possibilities in other fields, except for the few.

Look the ground over carefully before entering upon your life-work. Study your own

capabilities and dominant desires; for, remember, your love for your work must be strong enough to enable you to bear many hardships, to enter into severe labor, and to meet myriads of disappointments for its sake. Then study the different vocations in all their phases, and be sure you choose the one which chooses you,—that is, toward which your strongest capabilities and desires tend. By this course, the same energy and industry which you would expend in being a poor lawyer, or preacher, or anything for which you are not naturally fitted, will make you successful and happy in the place you were intended to occupy.

NINETY-FIVE PER CENT.

"Ninety-five per cent.," says Austin Fletcher, of the New York Bar, "of those who enter upon the practice of the law would probably have done much better if they had chosen a different kind of work. Not more than five per cent. attain a genuine success, in accomplishment or reward. No one should enter any of the learned professions because he believes it offers large pecuniary promise. The various mercantile and allied pursuits present

far greater inducements in this direction. If one prefers the law to any other occupation, he possesses one of the elements of success in taking it up. He should next be certain that he has sufficient stamina to hold the moral rudder true, for there is no profession or business vocation which requires a keener moral sense and greater strength of character than the practice of the law."

AS PART OF A BUSINESS EDUCATION

"Although," says General B. F. Tracy, "it is often well-said that a man who is his own lawyer has a fool for a client, there are numerous cases in which a knowledge of the fundamental legal principles and practices is of great service. Every man who is engaged in some commercial pursuit should, for example, have a clear idea of what constitutes a contract. Unless he knows that there must be in his contract a consideration on both sides, that no contract is valid which does not involve mutual obligations, he may make mistakes that will cause important transactions to come to naught. He should know, also, the general legal principles regulating the loaning and borrowing of money, and the making of

notes. If he is a merchant, he should have knowledge of the law as applied to the buying and selling of goods; if he is engaged in real-estate operations, he should be familiar with the numerous common-law principles and statutory enactments relating to lands and houses; if he is an importer or exporter of commodities, is identified with the shipping business, or follows the sea in some responsible capacity, a knowledge of maritime law will be very useful to him.

"In short, the activities of every man who is engaged in an occupation are affected by certain laws, an understanding of which will enable him to proceed with much more wisdom and safety than if he were ignorant of these principles. Aside from the purely practical use to which a man's knowledge of law can be put, he derives much mental benefit from its study. Its framework is a symmetrical structure of justice, reason, and common-sense, which appeals to every man of normal intellect, and which, in its analysis, trains the mind to accurate and logical thinking. While the law embraces an immense amount of detail, its general principles are based on fundamental human rights and obligations, and constitute, I think, an important branch of general educa-

tion. Every intelligent man, and woman, too, acquires a broader and more comprehensive outlook on life, and a better trained mind, for both abstract thought and practical action, by a year or two devoted to the study of law."*

"A conservative estimate," says the editor of the *American Lawyer*, "places at two thousand the number of young men who will this year be admitted to the bar in the United States. Of these, perhaps one-third will never practise their profession, they having studied law as an aid to business careers, as a ladder on which to mount to political success, to equip themselves to teach others the science of jurisprudence, or, in certain rare cases, to enable them to administer intelligently the fortunes left by less highly favored ancestors."

"Every gentleman should know the law," says an ancient writer, and the present complexity of business interests and the frequent necessity for immediate action make it almost imperative for a man of affairs to acquaint himself as thoroughly as practicable with the fundamentals of this science.

* Prepared for the Author by General Tracy.

AS A PROFESSION FOR WOMEN

Professor Russell, Law Lecturer in the University of New York, says:* "Woman has, as yet, exhibited no marked aptitude for the function of an advocate. As against this proposition, it may be stated that, as a rule, men have but little qualification for successful practice at the bar, and the profession, as a whole, shows very little ability in the direction of forensic achievement of the eloquent and convincing kind. As a speaker, woman has a better voice than man, and deeper and truer emotions. She is, therefore, more eloquent, and makes a more powerful appeal; for the springs of human action are in the emotions, rather than in the judgment. Feeling, more than reason, usually prompts and determines one's conduct.

"Special occasions may call for feminine eloquence before the courts and jury. A woman on the other hand as counsel, or a female witness to be cross-examined, may compel the employment of a woman lawyer to equalize advantages between the parties to the cause.

"All these considerations are, however, in

*In an article prepared for the Author.

my judgment, quite apart from the whole truth of the matter, which is that forensic eloquence or formal speech-making in open court is a very small part of the duty of a successful lawyer. Of the eleven thousand men now at the bar of New York City, much less than one thousand appear regularly in the courts, and the same proportion holds true in smaller communities.

"How, then, do nine lawyers out of ten earn a living? The answer is,—by office practice and non-litigant business generally. The administration of trust estates, the distribution of the property of decedents, testate, and intestate, and the guardianship of infants and incompetent persons, make up an annual volume of business that can not wrongly be characterized as immense. The aggregate of invested capital in such a city as New York has become incalculable, and the complex interests involved stagger the imagination.

"Loans and conveyances, and the searching of titles to real property, constitute a distinct branch of legal business. This is usually entirely apart from court contests, and it furnishes an army of attorneys profitable employment.

"The successful issue of litigation demands

untiring labor in the accumulation of testimony, written and oral, the careful preparation of the record in case of appeal, the writing of briefs, and the incidental research to bring out the points of an argument in the shape of statutes and precedents which have to be cited as authority. This has necessarily to be done in the office, and apart from the noise and confusion of the court-room; in fact, it has to be done before the term of court opens.

"The clerical force of a law office may well be largely composed of women. Similarly, places in the public civil service at custom-houses and post-offices, and in state and municipal departments of executive administration, are stations where women may advantageously be placed. For such functions, not merely clerical, but often confidential, woman has the highest qualifications in her greater conscientiousness, her neater habits, and more constant devotion and regularity. Her presence, too, radiates refining power through all her surroundings, and, if it does not always sanctify the room where she sits, it at least insures a dignity and gravity of demeanor, on the part of her male associates, that must always enhance the efficiency of the office as a whole.

"The instruction of women in the elements of the law has enough to support it, aside from providing qualification for forensic advocacy or for the larger sphere of office practice as an attorney. If few women have gained laurels as court orators, so have few men. But the highest prizes should be open to them as well as their brothers in the profession. The supreme honors are never for the many.

"Woman has now absolute control of her property, real and personal, and is admitted by the law to the grave responsibilities of an executor, a trustee, or a guardian. She is thus in need of instruction in the law, not to enable her to be her own lawyer, but to qualify her to appreciate and act upon legal counsel understandingly. If she is to continue to figure as a capitalist, tax-payer, litigant, and, perhaps, voter, on a more and more liberal scale, she ought certainly to make herself master of the rudiments of legal science."

CHAPTER XXXV

NEWSPAPER WORK

THE COUNTRY EDITOR

"It would not surprise a country newspaper man," says Congressman Landis,* "were he in a single day to be called on to suggest two or three subjects for high-school commencement essays, asked to write an obituary for a leading citizen, requested to advise a farmer on the matter of a lawsuit, implored to tender his good offices in settling a dispute among friends, entreated to quiet domestic discord in a neighbor's family that threatened to ripen into divorce, or waited on by the daughter of a farmer subscriber who is about to marry against her father's will and desires the wrath of the parent stayed. A medley like this would drive the editor in a large city crazy. To answer all these demands calls for, not only ability, but also judgment, discretion, tact, common-sense, and sympathy.

* In an article prepared for the Author.

"The country paper, however, pays for all the hard work put into it. 'This is what I want,' says the head of the house, as he takes up the country weekly. He looks over his spectacles and says: 'This home paper is just like a letter,' and then he settles down and reads every word in it. The country newspaper man fashions the politics of this nation. Upon him Lincoln leaned. Oliver P. Morton, Indiana's great war-governor, said a score of times that he could not have saved Indiana to the Union without the assistance of the country editors. They were always brave and fearless. One might be assaulted and his plant destroyed, but he had his wounds bandaged, put in a new outfit, and fought on for Lincoln and the Union and the freedom of the slave."

"In the smaller communities, in the town or a small city," says Henry Watterson, "a newspaper worker is more likely to 'pursue the even tenor of his way' than is the young man on the staff of a great city paper. Position is surer, competition is less fierce, and life generally is less strenuous in the smaller communities. While no man can be sure of what he may or may not be able to accomplish under the developing influences of urgent and exacting circumstances, it is safer and better for one

who does not feel that he possesses unusual ability to remain in a quiet town, as a newspaper worker, than to embark on the tempestuous sea of journalism in a great city. This is particularly true if he be a man with a family and finds his chief pleasure in a tranquil, domestic life.

"But if he is of restless spirit, always craving for new fields to conquer, new obstacles to surmount, and feels stirring within him a superabundance of energy that can find no adequate outlet in the humdrum work on the home paper, he may as well attempt metropolitan journalism, for he will never be content until he does. The chances are, of course, that he will never rise above the crowd, and in this case his life will be much harder and less satisfactory than if he had remained in the quiet town. On the other hand, he may possess the marked journalistic ability which will be recognized nowhere so quickly as in the great center, and he may attain a position that will give him a broader, more active, and more influential life than could ever have been his in the home town. But this question must be solved, like that other as to whether a young man shall enter journalism, solely on the circumstances of the individual case. A

man of brilliant talents and sterling character can not, after all, conceal himself from view. Whether in the city or in the country, he will become conspicuous, and in the degree that he is an independent man, his own master, he will be both loved and hated. The good or evil of such a man depends, not upon the particular locality in which he lives, but upon his purposes in life and the use he makes of the opportunities which are sure to come to him. The basis of success in journalism is good habits, good sense, and good feeling, a good education, particularly in the English branches and application both constant and cheerful. All success is, of course, relative. Good and ill fortune play a certain part in the life of every man. But honest, tireless, painstaking assiduity may conquer ill fortune, as it will certainly advance good fortune. In the degree that a man adds to these essential large talents special training, breadth of mind, and reach of vision his flight will be higher."

IN THE CITY

"The young journalist," says the editor of the *Journalist*, "is in constant association with bright men who stimulate him, and, above all

he feels the possession of a certain power and influence, which he can hope to attain only after years of hard work in other professions. He daily addresses an audience larger than he could hope to reach in any other way. If he is earnest and conscientious, he enjoys using his potentialities for doing good, righting wrongs, and being of use to the community; and this is fascinating. It is all very attractive, and even if he is well in the harness before he discovers that, between the bottom of the ladder and the top, the middle rungs are crowded with a solid mass of mediocrity which it seems hopeless to push through and impossible to climb over, he feels sanguine that some fortunate circumstance will enable him to jump above it, and is therefore happy. To become a successful journalist, a youth requires education, ability to write, instinct for news, indefatigable industry, and a physique which can endure irregular hours and hard work. He also must have a disposition so sanguine and hopeful that no disappointments can affect it; must be encouraged by every little success, and not be downcast by a succession of failures; must enjoy to the full every triumph and only be spurred to greater effort by reverses. To such a nature,

journalism is the most satisfying and fascinating vocation possible for man, and such a candidate is bound to succeed. I will venture to assert that there is not a successful working journalist to-day who would not have been richer—gained more of the material rewards of labor—had he turned his talents and hard work in some other direction; though I am equally sure that not one of them would have had as pleasant and satisfactory a life, had his labor been in more profitable but less congenial lines."

WOMEN IN JOURNALISM

"Having made up your mind that the work is not easy," says Sallie Joy White, of the *Boston Herald*, "but that it is exacting and insistent, convinced that although you may make a fairly comfortable living if you work hard enough, you will not make a fortune, and knowing perfectly that your personality is to be swallowed up in the paper for which, nevertheless, you are willing to do your best work, you are ready to hear the affirmative side of the question.

"You must possess the ability to write well —that is, to express yourself in good English

free from all redundancies, with clearness and conciseness. Fine writing is not wanted. By fine writing is meant the tendency to the use of excessive metaphor, flowery language, and long words of foreign extraction. It may not be easy for you to believe, but it is perfectly true, as you will admit after a few trials, that the simplest mode of expression, that which is elegant and refined in its directness, is most difficult of attainment.

"To be a successful newspaper woman—versatile, one who can be put to do work of any kind on any copy—one must be fairly well-informed, up in historical subjects, have some ideas about the movements of the time, and quick to catch the spirit of events. There are many well-read, highly-educated women whose ideas are worth a great deal, but who would never make good newspaper workers, simply because they never can be made to have any idea of relative values of happenings. They do not know how to take the public pulse; they have no genius for selection; and so, while they are most valuable friends for newspaper workers to have, they can do no practical work themselves.

"It requires perfect physical, as well as good mental, endowment, to make a news-

paper career successful. The girl who has not a good constitution, unimpaired health and a perfect nervous system, should never think for a moment of entering this profession. In no profession does one have to meet so much in the way of physical disadvantage as in this. No matter what the weather may be, if a piece of news is needed it must be secured. Daily papers do not wait on the weather clerk's convenience. Often there is great irregularity in eating. Hours of labor are uncertain; you are at the behest of others. If you have splendid health and no nerves; if you are ambitious to learn your profession and willing to begin with the alphabet of it; if you will understand that your remuneration will be small at first and that severe economy will be necessary in order to get on; if you are free from nonsense—then you may undertake the work, feeling sure that there is no more delightful profession in the world, even though it is the most exacting.

"Do everything as well as you can. Put as much good work into a report of the most trifling nature as you would into an important editorial. Carry your conscience with you all the way along."

CHAPTER XXXVI

THE OFFICE OF A TEACHER AND ITS HIGHEST REWARD

Some one has said that the appointment of a school superintendent may be of more consequence to our nation's power than the promotion of a major-general.

What can be of more importance to civilization than the raising of human values, the taking of crude ignorant lumps of human clay, and, by years of patient fashioning and intelligent training, developing them into educated, cultured, and strong men?

We think it a wonderful thing for a sculptor to raise the value of a rough piece of marble or granite from a few dollars to a hundred-thousand dollars by calling out an idea which would have slept in the cold stone for ever had not his genius awakened it. But for a teacher's fashioning hand, the value of the human block of clay would have been but half what it is.

It is the office of a teacher to raise human values; to take the low, and elevate them; to train the ignorant, and leave them intelligent; to restrain the impetuous and self-willed, and shape them into self-controlled, polished, beautiful characters.

Only a small part of a true teacher's recompense goes to him in his check or monthly payment for services. There is an impalpable reward for a successful instructor with which the coarse dollar can not compare.

The consciousness that he has given his pupil something that will make his home brighter, his ideals finer, his life happier, brings with it an uplift of heart which is of more value to him than many times the amount of his salary. The realization the pupil feels that something of worth has touched him, that his ambition has been aroused, is payment, indeed.

What is money compared with the consciousness that you have opened a little wider the door of some narrow life, that you have let in the light of opportunity, have shown the boy or girl that there is something in existence worth striving for? What is salary, compared with the thought that you have made the dull boy feel, perhaps for the first time,

that there is possible success for him, that he is not quite the dunce he has been taught to believe himself? What is financial reward pitted against the glow of hope that has been kindled in the breast of the youth who never before was encouraged to do his best? Is there anything more precious in this world than to gain the confidence, love, and friendship of the boys and girls under your care, who pour out their secrets to you, and tell you freely of their hopes and ambitions?

As a rule, a teacher's salary is pitifully mean and small when compared with the magnitude of the task intrusted to him,—the shaping of the destinies of thousands of young lives,—and it is greatly to the honor of the teaching body that so many of its members give of their very best to their pupils without any thought of the wholly inadequate pecuniary compensation they receive.

A conscientious successful teacher performs for his pupils and his country a service whose value can never be measured by dollars and cents.

WOMAN TEACHERS—A THIRD OF A MILLION

"For children of both sexes under twelve or thirteen years of age," says President Hunter,* of the New York Normal College, "women are more successful as teachers than men. For many reasons, after this period, men are better adapted for the management and instruction of boys. Girls who have reached the age of sixteen should be taught by both men and women teachers. Inasmuch as the vast majority of the fourteen millions of children enrolled in the public schools of the United States are below the age of thirteen, it naturally follows that over two-thirds of the teachers are women. It is the glory of the United States that order, peace and good government are maintained, not by a standing army of soldiers, but by a standing army of four hundred thousand teachers, of whom nearly three hundred thousand are women. As the women teachers instruct the younger children when impressions are most lasting, and when their characters are most easily formed,—for 'the child is father to the man,' —it follows that they perform the principal work in making good law-abiding citizens.

* In an article prepared for the Author.

These noble women have been the propagandists of honor, courage and patriotism.

"It is a trite saying that great men have had great mothers. Most men who have achieved success have had some woman,—mother, aunt, sister, or some one dearer,—to spur them onward and upward. How many men have received their inspiration from women teachers, the world never has known, never will know.

"For children between five and thirteen, women are naturally the best teachers, because the maternal instinct makes them patient and sympathetic, and their quickness of perception gives them a keener insight into character, and hence they are better able and more willing to respect the individuality of their pupils. It must be remembered that without this knowledge of each individual pupil, there can never be good, wholesome teaching.

"Women teachers are more tactful and considerate with the younger children than men, and it must be admitted that they are, as a rule, more spiritual and conscientious. These are some of the reasons why, in all the large cities, four-fifths of the classes in the boys' schools are taught by women.

"There is a great future for women teachers

in the United States. Normal colleges and schools, teachers' institutes and normal departments of great universities, to which may be added more enlightened superintendents, have accomplished excellent results in elevating the teacher's vocation."

THE BEST WORK IN AMERICA

Next to the woman in the home, guiding and training her own little ones at her knee, stands the woman in the school-room, teaching and leading thousands of little souls from the homes of others. Next to marriage there is no vocation for which woman is naturally better fitted than for that of teaching. She it is who guides, inspires and elevates. The safety and perpetuity of our national life is largely dependent upon a living, loving, womanly teacher in every school-room of our country.

Every girl who would teach successfully must be in herself all that she desires to communicate to those in her care. The traits of her own character stand out far more clearly to the intuitive minds before her than the chalk-marks on her blackboards. If she would teach honesty, she must be honest; if she

would teach truth, she must be true; if she would teach conscientious duty, she must be conscientious to her own duties. A teacher can not be one thing and teach her children to be another. Childish minds are quick in detecting the slightest imposture and quick to resent it. Any trace of hollow pretension is supremely abhorred by a child. A child's perceptive and discriminating faculties have been underestimated. A model of pure thoughts, high ideals and noble aspirations will be loved and faithfully copied by the pupils.

The new education lies rather in the spirit of the teacher than in the subject taught; for, underlying all, permeating all, and paramount to all else in the school, is the character of the teacher.

The great aim of the teacher should be to develop character. "Moral education is the essence of all education," said Elizabeth Peabody. Apply all your energy to make a high, liberal, justice-loving manhood and womanhood, and the result will be a success.

CHAPTER XXXVII

ART STUDY IN THE METROPOLIS*

New York has its Latin Quarter, as well as Paris, and the denizens of that quarter are fully as ambitious and self-sacrificing as the young men and women who starve themselves in the French metropolis that they may continue their studies, in the hope of becoming famous. "You would be surprised," the head of an Art Students' Society, in New York, said to me, "were I to take you to the rooms of some of these students. You would see that they have none but the absolute necessaries of existence. Their rooms are bare of comfortable furniture, and their cupboards, in many cases, almost bare of food. But even if they have not food and furniture, they have paints and oils, and expensive studies from which to paint. That is their way. They would rather draw than eat, and prize a beauful study more than a comfortable bed."

"But where do all these students come

* Prepared for the Author by Harry Steele Morrison.

from?" I asked. "And why do they come to a great city when they know they can not afford the cost of living?"

"I can not answer," was the reply. "No one can say why they would rather starve and study in a great city than live in comfort in a small town. No doubt it is the love they bear their work, and you may be sure that none but the truly ambitious will undergo such hardships. Those who study art as a hobby soon become disgusted with the life, and go back to the towns from which they came. They are ambitious, maybe, but not enough so to go hungry for the sake of being here to study."

"Can they not do some work as they go along to aid in paying their expenses?"

"Some of them might be able to do some drawing, but not many. And those who could get little things to do are so ambitious for higher work that they almost invariably look with scorn upon the lesser efforts. They dream of painting masterpieces, while they starve themselves, when they might, by less ambitious labor, live in comfort. They do not seem to see the practical side of art, and that is the most unfortunate thing about them, for you know art has a practical side, and I sometimes think that is the most important side,

because it involves success as a bread-winner, and the genius that fails of bread-winning is poorly paid.

"If some of the students who are pretty well-advanced would do work for catalogues, they could no doubt be busy all the time. There are numbers of merchants who bring out catalogues every year, and every one of these catalogues must be illustrated. Very often it requires a great deal of art to make the illustrations, and the work is well paid; but when I have suggested to certain pupils of mine, who find it hard to make ends meet, that they should do work of this kind, they have laughed in scorn, and said that they looked higher than catalogue work.

"I heard a manufacturer of corsets say the other day that he had found it very difficult to get a good drawing of a corset, simply because good artists think it beneath them to make such a drawing. The manufacturer was willing to pay well for the work, but he was able to get only inferior artists to do it. Then there are the catalogues published annually before the holidays by the great jewelers. They are highly artistic, and it would probably keep an artist busy for three months to make the drawings for one of them. It seems to me

that it would be better for a student to have three months' well-paid work than to spend those three months laboring over one intended masterpiece, which seldom is a masterpiece, after all.

"Many of the students, who manage to complete their three or four years of study in New York, emerge from the schools as innocent of the world and the art of making a living as a little child, and hardly know where to turn. Many of them retire to some studio, and spend their days in painting pictures; these are in the majority. There are very few who have the good judgment to put their training to commercial use, in order to make a good living.

"Some who have studied engraving come out of school expecting to go immediately to work. They soon learn that they are sadly deficient in the practical side of that art, and those who are energetic immediately go to some great engraving-house, and offer their services for a period without much remuneration. While in these engraving-houses, under training of a practical kind, they become more self-confident, and when they emerge they are ready to do something of a paying kind for themselves. They have learned the cash

value of work, and how to master the important little details that make the work marketable. Such training is very tiresome, and often far from pleasant, but most students will find that two years in an engraving-house is worth as much as three or four years in a school where engraving is taught.

"There are innumerable openings for art work of a practical kind in New York and other cities of the country. One field that pays very well, and is almost unoccupied, is the retouching of photographs. I know of nothing that requires more artistic taste, when properly done, and the work is very remunerative. If a student is satisfied to start with such work as this, he will soon find that he is progressing in his art, and making a good living as well. If he does the little things well, he will be able to do the great things better after a while; and in an artist's career one must know how to wait, and not be in a hurry to accomplish great things.

"If the hundreds of students who are to-day living from hand to mouth in this great city would only realize the opportunities around them for practical work, there would be an end to much of that terrible suffering and privation which so many undergo. They are too

proud. Many of them would sooner starve than ask for aid. They have supreme confidence in themselves and their ability to do great things, and they live on dreams of a golden future. It is all very well for them to have confidence in themselves, but it should be confidence of another kind, the kind that would impel them to go out and do more practical work to earn a living. Many have already learned this lesson. There are not so many poor students in the city as there used to be, and the number is growing less every year. All practical workers in art will welcome the day when every student will have a comfortable support."

CHAPTER XXXVIII

THE ART OF HEALING AS A PROGRESSIVE SCIENCE

Sixty or seventy years ago, the medical profession seemed on the point of losing its hold of the best-educated men. But at that moment, Joseph Lister, the great Scotchman, was hammering away upon the idea, "Keep your hands, your surgical instruments, and the wounds of your patients clean." Lister was laughed at, at first, but the results of his work soon began to convince his brethren. Surgery leaped to the front, whereas, before, there had been so many deaths under the knife and saw, that going to the operating table was regarded as a sure passport to the grave. Simply taking off a man's arm or leg was as likely as not to kill him. Doctors knew how to cut, then, almost as well as they do now, but they had no idea of the importance or the meaning of aseptic hands and instruments. They knew nothing of bacteriology, a branch of medical science which has been dis-

covered and developed within the last fifty years.

DOCTOR WILLIAM WARREN *

Comparatively few young men or women are adapted in every respect for the medical profession, and only here and there is one fitted by nature and education to succeed in it.

To be successful, a student must have a natural aptitude for medicine; and he must love it; his whole heart must be in it. If he has a distaste or dislike for it; if even the dry details of medical studies are disagreeable to him or bore him, he is not cut out for a successful physician.

The second requisite is a natural honesty of purpose. If he lack this, no matter what other qualifications he may possess, he will not become eminent in the healing art; for confidence must be the corner-stone of his profession.

The third *desideratum* is a sound, healthy, vigorous physique. Medicine is a very trying profession, and its disciples are often obliged to forego that regularity of living which is, as

* The following pages in this chapter were prepared for the Author by Doctor Warren.

a rule, essential to good health. A physician is constantly robbed of his sleep and allowed but little leisure for recreation. He is liable to be called upon at any hour of the day or night, and especially in the country, is exposed to all sorts of weather. The youth of delicate physique can never hope to attain any great reputation in a profession, the exigencies of which often demand that he eat and sleep, not according to his needs, but when he can get an opportunity.

It is essential to success in medicine that one have a bright, normal, cheerful mind. No gloomy melancholic has any place in the sick-room. The physician should have a sanguine, sunny disposition. He should be an optimist, radiating sweetness and good cheer. Johnson says: "Every man is a rascal when he is sick;" and it is true that people who are cheerful and hopeful when in health are often despondent, melancholy and irritable when ill. It is, therefore, of the utmost importance that a physician should have a surplus of animal spirits, a buoyant, hopeful temperament. The writer has often noticed the effect of cheerfulness upon the sick, especially in hospitals. When a physician full of animal spirits, with a healthy, optimistic nature, goes

from bed to bed with a smile and a pleasant word for each, the effect upon the patient is magical. The parched, feverish tongue moistens, the look of morbid fear and anxiety vanishes, the secretions approach the normal; in fact, the occupants of an entire ward are suddenly transformed by the sunshine of the cheerful doctor's presence.

A great many boys who aspire to the study of medicine have very little conception of what it means. They see a practitioner driving about in his carriage, or sitting in his office, and think he must have an easy time; but in reality doctors are very hardworking men, and, if conscientious, their lives are filled with anxiety and perplexity. One with a large practice nearly always has critical cases on hands, and, if he is sympathetic, it is impossible for him to free his mind entirely from care and the weight of great responsibility. It is because so little is known of the real life of a doctor that so many light-headed, flippant, unworthy young men enter this profession.

Another necessary qualification is a good level head. A physician must have a well-balanced brain. Above all other things, he must have an accurate judgment, for life often

hangs upon a correct diagnosis. He must be thorough and painstaking. A slight mistake in a prescription or in an operation may cause death. Many a life has been sacrificed by a blundering surgeon who did not know the exact location of an artery, and did not realize that, if the knife should slip but a hair's breadth, the result might be fatal

Promptness is another absolutely indispensable quality. Lives have often been lost because a physician thought there was "time enough," or was not quick in answering an emergency call.

The aspirant for medical honors must be a hard worker, and one who can not be daunted by obstacles. Only the stout-hearted and determined man can hope to reach eminence in this line to-day.

A wholesome, clean character is indispensable. No smirched youth, no one with blunted morals, or of questionable integrity, has any right to enter the profession; but, instead, the doctor's life should be pure and above suspicion. The necessary confidences, the sacred relations between patient and physician, absolutely demand this.

Everything considered, perhaps medicine is the most sacred of all professions. A clergy-

man may be a poor scholar; he may be dull; he may not be a man of the highest integrity, and yet do no specific harm; but a physician holds our very lives in his hands.

The youth who intends to study medicine should cultivate the social side of his nature. People like a sociable medical attendant, a man of easy manners. Many college boys, especially if working for class honors, fall into unsociable habits by secluding themselves from all society and burying themselves in their studies. As a rule, bookworms do not make good doctors.

He should be full of resources, especially if he practise in the country, where there are few, if any, specialists. He will be called upon to meet all sorts of cases; and, if he is ingenious and "handy," he will be able to make a needed instrument for a special occasion in a blacksmith's shop, as many a great man has done. Medical men who have had manual training in their youth find it of great advantage in enabling them to meet emergencies quickly and effectively.

He should be a keen observer, for life may sometimes depend upon a quick eye, an eye that will notice sudden changes and the coming of the crisis in critical cases. The study

of nature is a wonderful help to the physician's power of observation. He should have steady nerves, a well-balanced nervous system, and a firm, but not stubborn mind. While he should have a kindly nature, he should have great resolution to prevent his being too easily influenced by his sympathy for the patient. Many a man possessing all the other necessary qualifications has failed because he allowed his sympathy to overbalance his judgment. Such an one can not always do the best thing for his patient. The temptation to prevent suffering often keeps him from doing what would be best.

The successful physician must always be a student of human nature. He must study carefully different types of character and people under all sorts of conditions and environments. He must also have great tact. There is, perhaps, no other profession in which this quality is so necessary. He is obliged to deal with all kinds of dispositions under the most trying circumstances, as a great many people who are amiable when well are made crabbed and irritable by sickness. He will often be abused and severely criticized; but if he has a serene well-balanced mind, and realizes that his patients do not mean what they say, he will not be disturbed.

The youth who expects to excel in the study of medicine must not only have a sound body and a good brain, but he must also be broadly educated. If he would rear a tall structure, he must lay a broad foundation. There may be cases, where the aspirant for medical honors starts out late in life, when the full college course may be omitted; but, whenever possible, he should have the best college training.

If the student has decided upon a medical career before entering college, he should elect his studies so that they will bear as far as practicable upon his medical course. For instance, studies in biology,—all nature studies, in fact, —will be of great assistance in cultivating observation and a habit of investigation. Chemistry also is important; indeed, it is impossible for the physician to know too much along this line. Latin is almost an essential. The student is constantly coming across Latin terms in medical books, magazines and in medical history generally. A knowledge of this language is also of great help in *materia medica.* Greek is good, too, but not nearly so important as Latin.

Study medicine in the city if you can. You may go to a country college without serious loss, but the clinical advantages, the greater

facilities for dissection, the number of hospitals, noted specialists, and the many advantages to be found in the city, as compared with the country, are of vast importance. You will be a much better physician, much more likely to succeed, if you study in some large center. It is not absolutely necessary to go abroad, for the advantages for medical study in America are, perhaps, unsurpassed in the world. European institutions pay more attention to pathology and morbid anatomy, but we lay more stress on the cure of diseases. In Europe, medicine is studied more as a real science.

In addition to the three years required to take a degree, the best medical schools have a fourth year for graduates. Just because you have succeeded in getting your degree, do not be tempted to skip this fourth year, for it is the most valuable of all. If the school is in a large center, it will give splendid opportunities in the hospitals and for gaining clinical experience. This fourth year rounds out, completes and clinches what you have learned during all the other years.

The medical graduate should, if possible, take a course as a resident physician in a hospital. The examinations are rather rigid,

however, and as the hospital furnishes every member of the house staff with room, board and washing, it does not care to have more graduate students than are actually needed to assist the regular staff.

If you are fortunate enough to get a hospital appointment, do not make the mistake which many young physicians do of "knowing it all." If you do, you will surely be snubbed and criticized, and will miss many advantages which the regular physicians will give you if you are modest and earnestly seeking for knowledge. They are likely to show an intern a great many favors if they like him; but, if they do not, they will "turn him down," so to speak. It pays, therefore, to be modest and earnest.

To the young physician, the advantages of hospital practice are very great. He has an opportunity to see many cases which, perhaps, he would seldom or never come across in private practice. It enables him to meet emergencies more readily and effectively; and, when he goes into practice for himself, it gives him a better standing in his community.

Like law, medicine has become so broad and covers so vast a field, a physician can no longer hope to gain a great reputation in gen-

eral practice. At a recent meeting of a medical society in England, the president said: "The physician, as a physician, must sooner or later become extinct. The general consulting physician is already almost extinct. 'Send for a specialist' is now the almost universal cry. It is only the antique type of patient who thinks of calling in a physician." This, of course, is true only in large cities; but, if you expect to gain a prominent position in your profession, you should take a specialty, particularly if you practise in the city. In order to do this, however, you should first have several years of general practice, as a great specialty can only be built upon a broad basis. The parts of the body are so correlated that even a corn on the toe may affect the eye. The celebrated oculist, Doctor Williams, of Boston, told the writer that he had spent a large part of his life upon the study of the eye, and yet did not know all there was to be known about it. There is no danger of overdoing a good specialty.

The question where to settle is an important one. The city undoubtedly offers the best opportunities for great physicians and large practice, yet many medical men have not only made a handsome living in the country, but

have even become famous there. As a rule, physicians in the country enjoy better health than those who live in the city, and, if they are studiously inclined, and have good observing powers, they may win fame even far from towns. The great Professor Virchow built up his reputation in a small town. Professor Tyndall ranked Mayer first "as a seer and organizer," and yet he practised in the country all his life. The celebrated Doctor Ephraim McDowell performed the first operation in ovariotomy in a Kentucky village.

As in all other professions, hard work, constant attention, a sharp and intelligent lookout on every side, and a vigilance that never flags, are the price of success.

CHAPTER XXXIX

TRAINING TO BE A NURSE*

To the many thousand young women who, ambitious to be self-supporting and of use in the world, are seriously considering trained nursing as a profession, I have been asked to say a helpful word.

An experience of several years as a trained nurse in New York City has taught me that there are many women whose mental and physical characteristics are such that they can never become really successful nurses; but that on the other hand, those whom nature has adapted to the work find nursing a very congenial and lucrative profession.

No woman whose nerves are weak and under imperfect control should undertake professional nursing, because it often involves great nervous strain, and the nurse must be, above all things, calm and soothing in manner, and, what is often of vital importance, must have her wits about her and be ready for

* Prepared for the Author by Minnie E. Freci.

emergencies. Neither should the woman who is not perfectly sound physically become a professional nurse. Surrounded constantly by disease, she must have strong powers of resistance in her own body, and also the strength necessary for the long vigils and many other tests of physical endurance.

As to character and mental make-up, the professional nurse must have an unusual combination of qualities. It seems almost superfluous to say that a woman who is indolent, careless, luxurious or selfish is entirely unfitted for the profession. She who is really adapted for it, achieving the highest success in it and finding it a full and satisfying life-work, is the woman who instinctively takes pleasure in relieving the sufferings of others, who is kindly and sympathetic in feeling, and yet who possesses, in addition to these qualities of the heart, a firm will, much energy and a great deal of tact,—infinite tact, for she must satisfy and please a capricious and often unreasonable patient, an anxious family and a zealous doctor.

THE VERY FIRST THING

The very first thing the aspirant to the nursing profession must do is to take careful stock

of herself and decide whether she does or can come up to the natural requirements. She will do well not to deceive herself in this important matter; for, if she does, she will afterward regret it bitterly. But if she is quite sure she has the nursing temperament, and feels enthusiasm for the work, her next step is to write for an information circular of the training-school for nurses connected with some city hospital. All the large public and private hospitals in New York City have nurses' training-schools, and the classes are made up of girls from all over the country. But the facilities for learning the profession are as good in other large cities, and it is, of course, usually better for a girl to study as near home as possible. When she receives her circular she will ordinarily find, if it is from a training-school of high standing, that she has little chance of admission unless she has passed her majority by at least two or three years, has a high-school education or better, is husbandless, and can get certificates from a clergyman and from a doctor. If the requirements specified in the circular are satisfactorily filled, the applicant has a personal interview with the superintendent or directress of the training-school. Frequently, too, there is a written

examination on general information and intelligence. If these ordeals are passed, the young woman is received into the training-school on probation of one or two months.

LITTLE ROMANCE AND HARD WORK

On probation! It is an anxious and trying time for the prospective nurse. These few days will decide her whole career. She begins a new life under conditions which are unfamiliar to her, and she must show much readiness in adapting herself to these conditions, and prove her worth under many criticizing eyes, or be dropped and compelled to give up her hopes of a useful career as a trained nurse. The process of selection in the school is eminently one of the survival of the fittest. Many more applicants are accepted on probation than can be finally accommodated in the classes. In some schools in New York City half are dropped; in a few, only about a third survive the probation period. Upon her entrance, the probationer is assigned to a room in the hospital, or perhaps in a nurses' home on the hospital grounds. She does not wear the school-uniform or nurses' costume,

but any light, washable dresses that she may have.

After a while a head nurse comes to her. She learns that she is to be in this nurse's ward, and the latter escorts her to the long, lofty-ceilinged room with its lines of cots and its pallid faces. She does little at first beyond such work as learning to make beds in an approved, scientific way, carry food and help lift and bathe patients. Usually, by the second or third day, the hospital, with its smells of medicines and the constant presence of disease and suffering, is like a nightmare to her. If she has had no previous experience in nursing the sick, she is sure she can never stand it, and longs for home. But she becomes interested in the individual cases, the comings and goings and treatments of the doctors, and the thousand and one new things she is learning every day. She forgets the hospital atmosphere which oppressed her so much at first. Or, if she does not, she begins to realize that she was never intended for a trained nurse, and the doctors and head nurses realize it, also; with the result that, at the end of the probation period there are politely expressed regrets and a parting.

THE ROUTINE OF DUTY

During these weeks a girl's capabilities are well tested. If she shows that she is eager and quick to learn, is serious-minded and thoroughly in earnest, the weeks lengthen into months, and she is still in the hospital, wearing the becoming nurse's costume, doing responsible work in the wards during the day, and in the evening attending lectures and "quizzes" and demonstrations. Her duties in the wards usually cover twelve hours of the day, with an hour for luncheon and an hour for rest in the afternoon. She has a month of night-work every term, and is often assigned to special duty. One afternoon a week she has to herself. All the rest of her time, day and night, is passed within the hospital grounds. During the first year she is allowed from ten to fifteen dollars a month, and during the second from twelve to twenty, for books, clothing, and so forth, the amounts varying in different schools. At the end of the course of two years, the nurse is graduated and receives a diploma.

CHAPTER XL

HOW TO SUCCEED AS A DENTIST*

"Will you give me some advice in regard to learning dentistry?" asked a youth of twenty, as he entered the reception-room of a twentieth-century practitioner. "I have determined to make that my profession, and wish to know how to start right."

"How came you to select dentistry as a vocation?" asked the doctor, as he motioned his visitor to a seat. It was late in the afternoon, his last appointment had been attended to, and the opportunity for an informal semi-professional chat was quite welcome.

"Because," replied the young man, "I have looked the field over and noted the probable chances of success in various professional and business lines, and have come to the conclusion that dentistry is the easiest profession to learn, and offers the readiest means of earning my own living. One thing puzzles

*Article by W. D. Porter, D.D.S., prepared for the Author.

me, however, and that is the advice I have had while trying to decide what career to pursue; but I have made many inquiries in different directions. I asked an old lawyer, a friend of my father's, about studying law, but he discouraged me by saying that the woods are full of young lawyers, and that he would advise me to study anything but law. Our family physician said the same thing about the practice of medicine, as did also a leading business man concerning the chances in trade, so I am very desirous of your honest, unbiased opinion as to what dentistry really promises a studious, hard-working young man."

The doctor thought a moment before replying. The temptation or impulse to advise the inquirer to choose any field but that of dentistry was very strong. But when he looked into the face, so full of hope and ambition, of one standing on the very threshold of active life, eager to enter upon its duties, he could not speak the discouraging words.

"It makes no difference what work a man has done for years, he alone can realize the hardships and 'grinds' of his vocation; yet there must be young men in every walk of life to take the places of older ones as they fall by the way. I thought, at first, to echo the com-

mon reply to all you have asked; but, as I think of my start, the absurdity of it comes home to me with great force. To make sure of the applicability of the advice I intend to give you, however, I must first interrogate you. What is your age?"

"I am nearly twenty."

"Do you inherit a good constitution, and is your health good?"

"My parents are both living, and are descended from a long-lived and hardy ancestry. As for myself, aside from the diseases common to childhood, I have never been sick a day in my life."

"Your answer shows that it may be well for you to try dentistry. Had it been different, I should have advised you to choose something else. Steady nerves are indispensable for one who would deal with the throbbing nerves of others in the fine mechanical work of modern dental science, and a stomach strong enough to insure, not merely the absence of all irritability, but also enough cheerfulness to make real sympathy with patients natural and habitual. Many a professional man, looking from his office window, has envied the farmer's boy driving by, with bright eyes and red cheeks eloquent of rich blood and

rugged health, and has sighed to think that his life-lines did not run in a similar channel. How far have you gone in your school course?"

"I was graduated from our high school, last month."

"Is it possible for you to take a college course?"

"Hardly. My father is in very moderate circumstances, and I feel that it has been a hard load for him, and all I can ask, to advance me thus far."

"It would be better if you could get a college education. I know that there are many good dentists who never had even a high-school course, but you will never meet such a one who does not regret it. Besides, the requirements for up-to-date dentistry are growing more exacting every year. I feel proud when I think that my profession has outstripped even medicine and general surgery in the march of improvement. Medicine, especially, although one of the oldest of arts, is still groping in the dark, relatively, in its search for some things which, one would think, ought to have been discovered long ago. Dentistry was unknown ages after medicine was considered a flourishing profession. Occasionally, an old pair of lead forceps is found,

but little else that even hints at dentistry in the old days. A few skulls have been discovered with teeth apparently filled with gold, but a close examination shows that they were simply gilded, probably for ornamentation. The ancients pulled teeth with twine. Here let me ask you a question of vital importance. Have you mechanical ingenuity?"

"Oh, yes! I am sure of that; for, almost ever since I can remember, I have had a mania for whittling out toys, and the first money I ever earned, I expended for a box of tools."

"Very good! Now, for your next step. I would advise you to work for some good dentist, a dental-college graduate, keep your eyes and ears wide open, and learn all you can, before entering college. You will then derive more benefit from your first year at college and feel more at home in the midst of your new surroundings. During the time between college terms, work for some good dentist, and keep acquainted with your studies also. Set your mark high, and climb for it."

WOMAN'S WORK

The National Woman's Dental Association was organized in Philadelphia about the year 1892.

Any young woman, possessing intelligence, good health, and a liking for her work, may become successful in the field of dentistry.

No one worries now about the woman dentist. The tender solicitude over her health, always shown when woman enters a paying profession, has subsided; the discourtesies first offered her by masculine rivals have been exchanged for the hand of fellowship—and she is making money. One of these successful practitioners said recently: "It is because there are so few of us that women seem more prosperous in this profession, comparatively speaking, than men. It is not such a choked-up 'opening' as most of those we hear about for our sex. Woman's tact and dexterity peculiarly fit her for such work. People have asked me how women can bear constantly to inflict pain. We don't inflict pain, we relieve it; the pain is inflicted by nature."

CHAPTER XLI

THE GOSPEL MINISTRY

AN UNIQUE MORAL POWER

"Let no man presume to be a minister of Christ unto men," says Doctor Gunsaulus; "let him not expect to get upon his own feet, least of all, to get other men to rise and stand upon their feet, by his vaguely passing over the fact that wrong is in the world, and that men are down and life is groveling for that very reason, and that men must be delivered from wrong unto righteousness; the pulpit which fails here may succeed in being an arsenal of brilliant rhetoric and a fortress of valuable learning, but as a pulpit it is a pitiful sham and a wicked deceit.

"Men have the right to expect their ministers to be experts in manhood—erect, Christlike manhood, fearless, hopeful, free; they have no right to expect their ministers to compete with their fellow men in anything except in manifesting this Christ in His actual lordship over them, 'in our mortal flesh.' Other

men have better right to speak with plain authority on a multitude of other interesting subjects than has the minister; yet no man ought to be able to overmatch his mental and moral right to speak on the truth, the way, and the life of manhood.

"The true minister does not compete with lecturer, essayist, poet, or statesman; does not abandon his prerogative, to be beaten in a contest, perhaps, by a magazine article purchasable for a quarter, but sufficient to emphasize the extemporaneousness of the parson's suddenly-acquired information, which could not be disguised. The minister of Christ has an unfailing theme. His topic depends not on war or peace, parties or revolutions, for interest,—it is the Lamb of God, slain from the foundation of the world.

"His sermon is not a bit of pious oratory or unctuous literature, neither is it an impersonal or sentimental relating of the precious story of Jesus. It is an argument in favor of bread addressed to hunger. It is an address by a man in favor of hope and it has the impulse of this hope grounded in Jesus. With these powers any ministry will be a success. Without these powers any ministry will will be a failure."

ESSENTIAL QUALIFICATIONS

"A Christian minister's first qualification," says Bishop Hurst, "is manliness. He must be strong in qualities that help in laying hold of his fellows. He should, in his whole nature, bear the impress of personal acquaintance with, and likeness to, the Son of Man. He must know the mind of the Master and love His work. He must have an all-consuming love for the souls for whom Christ died, a love that works and waits, that devises and endeavors, out of its ingenuity and persistence, until it breaks down or overclimbs every barrier that human hearts may erect against the message of the Gospel. His personality should be broad and yet not lacking in edge and point, not narrow and weak, gently yet firmly assertive, and capable, on occasion, of self-respecting vigor for the purpose of an impact on dull or stubborn minds. Let him be a thinker, one who grasps truth in its fundamental elements, and who is able to think God's thoughts after Him, and depend not altogether on the thoughts of other men. This will make him a teacher, and a fit representative of the Great Teacher. Happy the man, who, after the affectionate surrender of

his own heart to Jesus Christ, hears the call to minister to others the same truth that has quickened and saved him. He has been summoned to a high and holy office. He has been invited to an honored place by the side and in the service of the most regal personage known to human history. To win back to God a world of men and women who have been wandering in bewilderment and darkness is the purpose of Him 'who came to seek and save that which was lost.' To every man whom He would commission for this sacred object He says, *Freely ye have received, freely give.* The call involves a mighty responsibility; often brings a crisis not less important than that in which the soul first saw and accepted Christ. The call to preach is a delicate, a sensitive, a vital thing. Accepted, it becomes a treasure which must be guarded by day and by night with more than vestal constancy and vigilance. In whatsoever form it reached the heart and the mind, it becomes and remains a living fire to light, to inspire, to protect, to guide its possessor. A call to preach is a call to prepare. The preacher's work is one requiring continuity of plan and progressive adaptation to ever-changing conditions in the community. The unfolding of the Gos-

pel message in its manifold applications to human experience calls for a mental equipment that is thorough and adequate to sudden and varied demands."

THE NOBLE NATURE OF THE CALLING

"The ministry," says Newell Dwight Hillis, "is not an easy life. No profession makes demands more numerous or more stern upon nerve and brain, upon mind and heart. In former times, when books were scarce, religious newspapers unknown, and knowledge was not universal, preaching was not a difficult task. Now all the hearers have books and libraries, and the pew of to-day is wiser than the pulpit of yesterday. The time has come when the preacher must be a universal scholar."

CHAPTER XLII

THE FIELD OF TELEPHONY

When Thomas A. Watson came bounding up three flights of stairs to the attic where Alexander Graham Bell had spoken the first words ever heard over an electric wire, he came in response to Bell's command, "Mr. Watson, come here, I want you."

Ever since that day, away back in 1876, the number of telephones in use has steadily increased, and every indication points to a continuation of this growth for many years to come. So for many years past the telephone companies of America have been saying: "Young men and young women, come into the telephone business, we want you."

Such workers are to be found in every city, town and village in the country. It may be because they are widely distributed and also because most of the workers are "behind the scenes," that few of us think of the system as being one of the really big industries of the nation, yet there are as many as 300,000 per-

sons engaged in telephone work in the United States alone.

There seems to be a fascination about telephone work that holds the interest of the men and women who are engaged in it. The stability of the business and the fact that it has advanced far beyond the experimental and development stages, give assurance of a permanency of the work that makes for that continuity of employment so much desired by most persons who have to work for a living. The workers as a whole have a seriousness of purpose and a loyalty to their work that is at once refreshing as it is impressive.

The work itself is full of action. New instruments must be put in, lines must be built, cables laid beneath the land and water, improved apparatus installed, and lines repaired after storms, floods and fires. Central must be ever watchful to serve the lines assigned to her. There may be an emergency call for the doctor, or business of great importance to be transacted, or a message of cheer to someone in distress, or any one of a score of situations in which the telephone is called on to play an important part. It is a business of human helpfulness in which each worker takes a pride in doing his or her part.

The public has a high regard for the service, and a respect for the men and women who render it, so their employees are proud to say that they are in the telephone business when asked what they do for a living.

The companies endeavor to hold forth a career to every employee who shows capacity for development. The channels of promotion are open to every person in the organization. Although this is considered one of the "big businesses," it is so organized into small units that a man with ability has little chance of becoming lost sight of, because of the bigness of the business as a whole. The continual growth of the number of telephones provides an additional source of opportunity for advancement, since the size of the organization must keep pace with the increasing size of the business.

There is a great diversity of work in the field. To enumerate all of the various lines of endeavor would require a lengthy list. It may, therefore, be sufficient to outline a few of the typical lines.

The men who put in the electrical apparatus that goes to make up the central office are called Switchboard Installers. They work with wires and cables and a multitude of relays

and switches and electric lights that give signals to the operators. The Installers are electrical mechanics, who travel from place to place putting in switchboards and power plants wherever they are needed.

When the Installers have finished their work the Maintenance Men take hold. Their job is to keep the apparatus in good working order. Maintenance Men are of several kinds; the man who keeps the switchboard in order is the Central Office Man; the man who tests out lines when they get in trouble is called the Testboard Man; the man who keeps in touch with the men on the outside, and who connects lines together properly on the distributing frames is called the Frame Man; the man who looks after the dynamos, motors and storage batteries is called the Power Man.

The Cable Test Man must be called when cables get into trouble. He gets out his electrical measuring instruments and by the use of them and with his mathematical formulae he is able to tell just where the break is, so that Cable Repairman can go to the seat of the trouble and remove it.

The Lineman is a familiar figure to most of us; you can tell him by the climbers attached to his legs and by the toolbelt and safety strap

that hold him to the pole while he is doing his work. He strings wire and repairs troubles when need be, and runs the twisted wires that connect the telephone system with the house where the telephone instrument is located.

The Station Installer works in offices and shops and homes, putting in telephones and running the wires that connect them with the system. The Station Repairman goes about clearing troubles that occur in telephone station apparatus and making inspections to prevent such troubles.

Nearly all of the men in the lines of work just enumerated begin as helpers and learn the work from the experienced men, or they are taught in special schools set up by the telephone companies from time to time to meet the rapidly growing needs of the work.

The beginning age in these positions is around eighteen to twenty years, and many young men go into them just after the completion of their high school courses. The opportunities in these positions are particularly good for graduates of technical high schools, since most of the work is of a mechanical and electrical nature.

Men who become proficient in this work and who, in addition, have the ability to direct the

efforts of others, soon work their way into positions of responsibility as Foremen, and from among the foremen many of the Superintendents are chosen.

That branch of the organization in which these positions occur is known as the "Plant Department," and a man with experience in this department acquires a groundwork of practical knowledge and experience that makes him valuable in all of the other branches of the business.

A great many engineers, draftsmen and designers are to be found in the telephone forces. It is their job to make plans for the extensions that are constantly being made to the telephone plant. The engineering forces are made up from young men from the Plant Organization and from men just out of college who have been especially employed for the purpose.

Switchboard operators form a large part of the whole body of workers. Central, as she is thought of by many telephone users, is a busy young woman who has been trained for her job and who is always on call when you want another number. She usually applies directly from grammar or high school and is trained for the work in highly efficient classes conducted by the telephone companies.

The work of the operator is pleasant and continuous, and the opportunities for advancement are always present. From the more proficient of the operators selections are made for positions of Supervisor of Operators, Assistant Chief Operator, Service Observer, Instructor in the School for Operators, Employment Supervisor, and Chief Operator; all of which are positions of responsibility.

Long distance operating is a particularly attractive branch of the work, because the operators are called upon to use their resourcefulness in completing calls for persons who are sometimes not easy to locate.

The employment and training of numerous operators, the looking after their comfort in the rest rooms, the providing of well-balanced meals in the company's cafeterias, and the general oversight of the work of the Chief Operators, all call for the services of a number of women of unusual business ability. For such women there are important careers in the telephone business.

Accounting and clerical work are very similar to such work in other lines of business, and there is a good deal of it to be done in the various departments.

In the business office there are men and

women who look after the needs of the public, who provide for the putting in and taking out of instruments, who answer inquiries about the rates for service, and a dozen other things of like nature that go along with the furnishing of service.

To coördinate the efforts of all of the various kinds of workers and to administer a business that is carried on in practically every community in the country, requires a considerable number of persons to comprise the supervisory personnel of the business, hence there are many careers open; since practically all of the positions of responsibility are filled by persons who have come up through the organization.

The telephone companies place a high estimate on the value of schooling. Many high school graduates go directly into the work and find congenial associates and interesting occupation. College men and women find a ready market for their services. Both engineering and arts graduates obtain employment of the kind that enables them to realize on the investment that has been made in their higher education.

Most of the employees consider this their life work. The telephone companies generally

provide an old-age pension that cares for them when their active usefulness is terminated, and this plan also provides for protection against loss of salary during periods of sickness, or because of an accident.

The workers as a whole are in close contact with the men and women who directly represent the management. Through their associations they have opportunity of presenting to the management ideas pertaining to the welfare of the business, as well as of their own personal welfare. Most workers participate in the profits of the business through ownership of capital stock in the company with which they are connected.

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